

Madibeng Local Municipality



IDP REVIEW 2018/19

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EXECUTIVE SUMMARY

History of Madibeng: The town Brits was founded on 25 May 1924 on the farm Roode Kopjes and named after the owner, Gert Brits. The town gained municipal status in 1944 and during 2000 the Municipalities of Brits and Hartbeespoort were incorporated and named NW372. During 2001 it was renamed to Madibeng Local Municipality.

A concise description of the Madibeng Local Municipality is set out below.

- Madibeng is classified as a category B Municipality, functioning through the Executive Mayoral System. The Municipality was recently demarcated into 41 wards and the Municipal Council comprises of 82 Councillors, (of which 10 are members of the Mayoral Committee), with a full-time Speaker, Chief Whip and Executive Mayor.
- Madibeng consists of several urban and rural areas, 9 000 farm portions, as well as a proper established and serviced industrial area. According to the Municipal VTSD plan there are 43 villages, 6 Townships and 7 small dorpiess.
- The following Traditional Authorities are situated within the jurisdiction of Madibeng.
 - Mmakau Tribal Office
 - Baapo ba Mogale Tribal Office, Bapong
 - Bakwena ba Mogopa, Jericho
 - Bakwena Ba Mogopa Tribal Office, Hebron
 - Batang Tribal Office Maboloka
- One of the advantages of Madibeng is its central location in the North West Province, with Pretoria, Johannesburg, Rustenburg and Krugersdorp as bordering neighbours. As the neighbouring towns are easily accessible through road networks, residents are not confined to employment in the Madibeng jurisdiction alone, but can easily commute to workplaces in the cities and other towns. Furthermore the Lanseria Airport is situated a mere 40 kilometers from Brits.
- The Municipality has implemented a Performance Management System whereby progress is monitored by the conducting of performance assessments on a quarterly, mid year and annual basis. Performance audits are conducted by both the Internal Auditors and Auditor General and the Performance reports are also published in the Annual Report.
- The 2018/19 IDP and Budget Process Plan, used as framework in the reviewing process, was adopted by Council on 29 August 2017 per resolution A.0219.
- During October and November 2017 individual Ward Level Public Participation Meetings, to reprioritize each ward's needs and projects, were conducted. The outcome of the results was discussed at the IDP Representative Forum Meeting held on 29 November 2017 and the Municipal Wide Needs were determined as follows:

Priority 1	:	Water and Sanitation
Priority 2	:	Roads and Stormwater
Priority 3	:	Electricity
Priority 4	:	Land and Housing
Priority 5	:	Social Services
Priority 6	:	LED

The needs reflected in the IDP 5 Year Plan (2017-2021), which is currently under review, are as follows:

Priority 1	:	Water and Sanitation
Priority 2	:	Roads and Storm water
Priority 3	:	Electricity
Priority 4	:	Social Services
Priority 5	:	Land and Housing
Priority 6	:	Local Economic Development

The Municipality embraced the Provincial 5th Administration policy initiatives to fast track service delivery to the people of Bokone Bophirima. The successful implementation of the Repositioning, Rebranding and Renewal (RRR) initiatives is based on the following 5 concretes:

- Agriculture, Culture and Tourism (ACT)
- Villages, Townships and Small Dorpiess (VTSD)
- Reconciliation, Healing and Renewal (RHR)
- Saamtrek Saamwerk Philosophy
- Setsokotsane Approach

ANALYSIS PHASE

1. KPA : TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

1.1. LOCATION & EXTENT

The two main economic contributing areas within the Madibeng Local Municipality are Brits and Hartbeespoort Areas. The natural hydrology of Madibeng presents economic opportunities along the water bodies. There is increased pressure of residential developments along the Hartbeespoort Dam and the Rooikoppies Dam. The former has experienced the development pressure for longer than the latter. This is due to the scenic natural settings around the dams. The rivers on the other hand experience agricultural activity due to the favouring conditions on the river banks and areas within their proximity.

1.1.1. BRITS

Brits Town Precinct is situated within Madibeng Local Municipality north of Hartbeespoort Dam and adjacent to N4 Bakwena-Platinum Highway intersection. Brits Town occupies an area of 54,47 km² of the total of 3,839 km² of Madibeng Local Municipality. The town area consists of the following areas:

- Town of Brits with the inclusion of the Central Business District
- Residential neighbourhood of Elandsrand
- Primindia
- Brits Industrial Area
- The remote townships of Oukasie, Damonsville and Mothutlung; and
- The farm portions in-between these areas.

The Brits Town Area is the key economic as well as governance centre within the Madibeng Local Municipality. Brits is located in close proximity to key urban centres in Gauteng and 65 km from Rustenburg. This area is linked to both Rustenburgh and Gauteng urban centres by N4 Bakwena-Platinum Highway.

The area is physically and functionally interconnected to the northern parts of Tshwane through a group of villages, such as Mmakau, stretching eastwards from Mothutlung up to Ga-Rankuwa. Formal residential developments are found in Lethlabile located north of Brits and Mothutlung in the easterly direction of Brits town.

1.1.2. HARTBEESPOORT

Hartbeespoort is located on the boundary between Gauteng and North West Province. The Precinct is in close proximity to and with good connectivity to key urban areas in Gauteng such as Pretoria, Sandton, Randburg, Midrand and Krugersdorp and is 65 km from Rustenburg. This area is linked to both Rustenburg and Gauteng urban centres by N4 Bakwena-Platinum Highway. From a regional tourism perspective the area is close to Lanseria International Airport which offers both domestic and international flights in Gauteng. This area consists of places around Hartbeespoort Dam in Madibeng Local Municipality and extends to approximately 180 km².

Hartbeespoort is characterized by residential development such as Schoemansville, Ifafi, Meerhof and Kosmos. Residential areas are very distinct from those in Brits. The Magaliesberg Mountain Range topographically separates these two areas. Towards the South of the mountain range there are high income estates and resorts which cater for up-market lifestyles. The residential area include but are not limited to golf courses, nature reserves, marinas and security control. These areas include the likes of Pecanwood, Birdwood, Xanadu to mention but a few.

1.1.3. RURAL AND FARMING AREAS

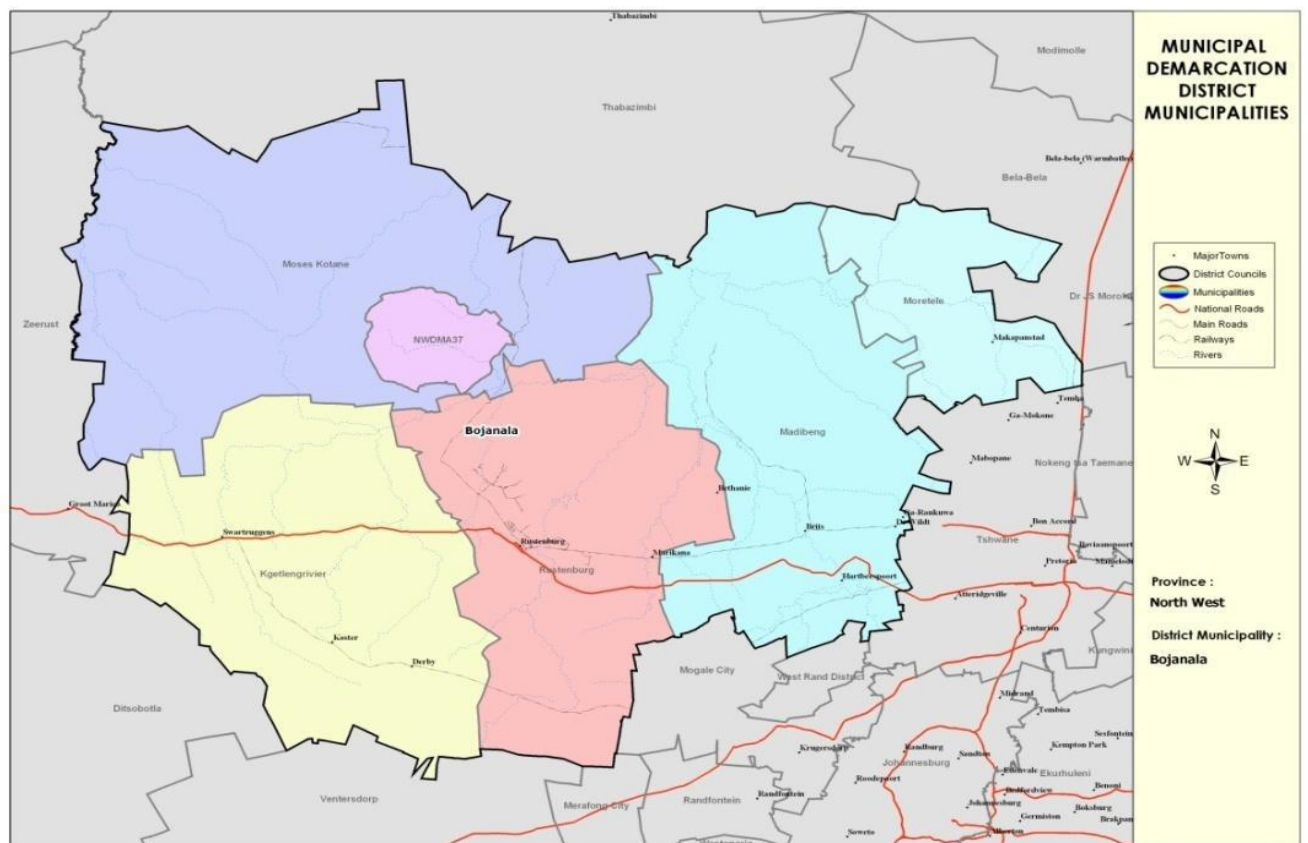
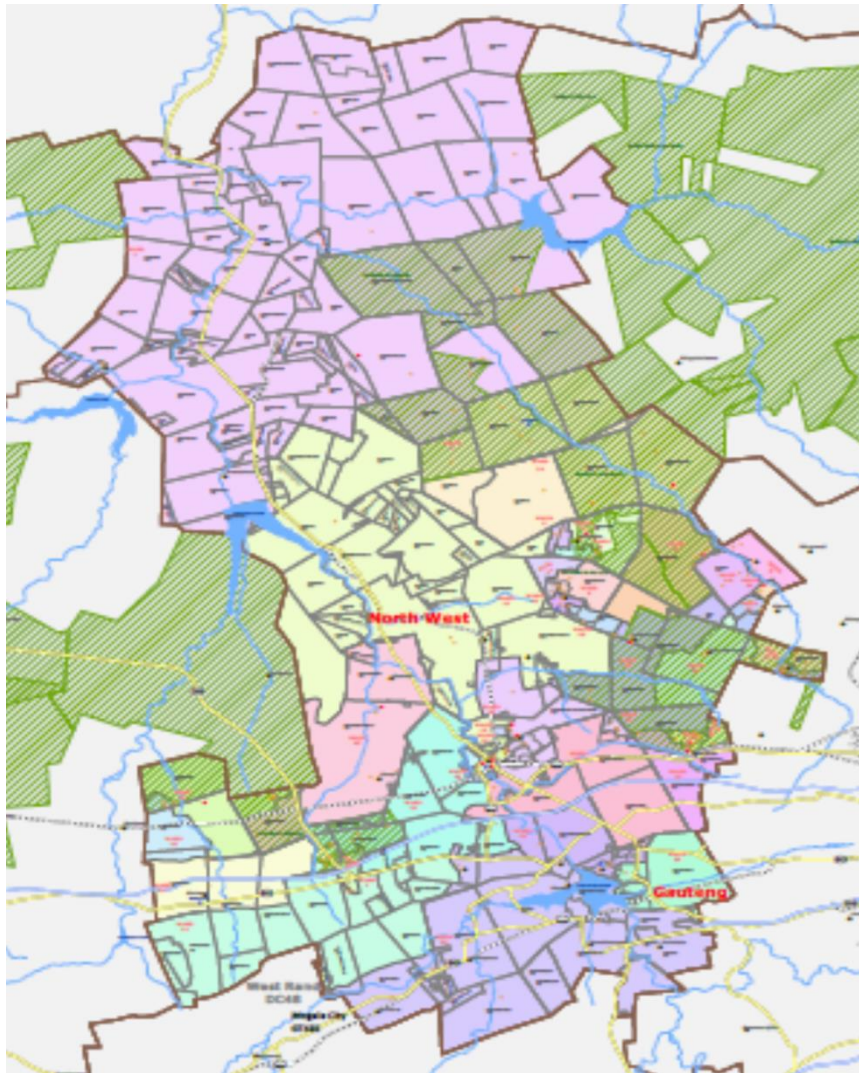
In rural areas, access to services, land, income and livelihoods contributes to the depiction of the municipal human resources and thus influence the rate of rural development. Rural areas are characterised by sparsely populated residential units. Similar and even further scattered settlements can be found in remote agricultural and farm units. These types of settlements can be found in the easterly direction of the municipal area. These areas include Oskraal, Madinyane, Klipvoor Dam and Kilpvoorstad. These settlements are characterised by subsistence farming.

Located on the east side of Schoemansville and South of the Magaliesberg mountain range is the agricultural holding of Melodi. This area unlike the rest who are subsistence farming rural areas, its purpose is to foster rural living lifestyle. This is attributed by the affluent households it hosts.

1.1.4. NUCLEAR AREA

The Pelindaba Nuclear Plant facilitates nuclear activity for the state. It is located on the South Eastern side of the municipal area and it has a 5 km restricted development buffer zone.

1.1.5. MAPS OF MADIBENG



1.1.6. WARD DESCRIPTION OF AREA

WARD	AREA
Ward 1	Atlanta, Fafung, Kwarriekraal, Klipvoorstad, Legonyane, Mmasebolane, Rasai, Rooival, Sephai, and Vaalboschsloot,
Ward 2	Jericho and Mmupudung
Ward 3	Madidi and Lekgema
Ward 4	Maboloka, Bafokeng and Bataung
Ward 5	Maboloka, Bafokeng and Bataung
Ward 6	Maboloka
Ward 7	Majakaneng
Ward 8	Klipgat: Stakaneng; Jakalasdans, Msiza Village, Mboneni, Selepe, Ndlovu, Ngobeni
Ward 9	Lethabile Block B, C, and part of Block H
Ward 10	Kgabalatsane, Phiring, Phating, Rockville, Kagisamong, Micha-Kgasi, Greenside, Magaseng, Mmotong, Itireleng and Kgola
Ward 11	Lethabile Block I, Block G, Zone 16, Ext. 2 and Block B Ext.1
Ward 12	Lethabile Zones 2, 5, 6, 8, 10, 12, 14 and Block F
Ward 13	Oukasie
Ward 14	Mosholoji Portion 455 Kameeldrift farm 211 JQ, Rashoop, Wonderpark and Oukasie Ext. 5
Ward 15	Hebron, New Stand, Moagi, Phase 1 and Phase 2 Itsoseng
Ward 16	Itsoseng, Hebron (Roma Section), Matshelapata
Ward 17	Hebron, New Stand, Moagi, Beverley Hills
Ward 18	Mmakau, Thetele, Switch, New Town, Mashiapere, Tlhopane, Block 7, Ramalapong, Naledi
Ward 19	Tshwara, Springs, Channelview, Blackrock, Mathathaneng, Moumong, Dekroon, Moagi and Newtown
Ward 20	Mothotlung
Ward 21	Damonsville, Zilkaatsnek, De Kroon, Mothotlung Ext. 1 & 2,
Ward 22	Brits Town from Hendrik Verwoerd Ave up to the water canal bordering Elandsrand, Portion of Oukasie, i.e. Greenside, Block 5, Phase 2, Phase 3 B & C, Corrie Sanders, Siyathlathla, Masengkgeng, Noordkamp and New Clare
Ward 23	Brits CBD, Primindia
Ward 24	Klipgat A, B & C, Hillside, Ikageng, 2010, Sofasonke, Tophasa, Ndlovu, Phasa, Mashamoplame
Ward 25	Bokfontein, Legalaopeng, Marulakop, Newtown, Rantele
Ward 26	Wonderkop and Ext. 2
Ward 27	Mooiooi, Bokamoso, Loekeng
Ward 28	Bapong, Mesetlheng, Motlhabeng, Sjandav, Lekgaopeng, Newtown, Pettele, Modikwane, Riverside, No. 1, Schoolplaas
Ward 29	Kosmos, Poland, Shamburg, Orange Farm Sangiro, Kommandonek, Skeerpoort, Hartbeeshoek
Ward 30	Meerhof, Ifafi, Melodie, Refentse, Sunway Village, Ten Rooms, Rietfontein, Hartbeespoort
Ward 31	Majakaneng, Sereopark, Safropa, Modderspruit, Mangoes, Thabeng, Skierlik & Katlegong
Ward 32	Wonderkop, New Stand, Segwaelane
Ward 33	Wawiel, Shieling Farm, Mahantjie, Schoemansville and Damdoryn
Ward 34	Shakung, Shakunyaneng, Moiletswana, Madinyane, Baikagedi, Ramogatla, Letlhakaneng, Rietview, Dimpongpong
Ward 35	Kgabalatsane, Morolong, Oskraal and Rabokala, Thetele, Switch, Rankotea, Ntswapilong
Ward 36	Klipgat
Ward 37	Klipgat, Ikageng, 2010, Hillside and Langalibalele
Ward 38	Centreville, Block E, F & H, Plots Oskraal, Zone 6 & 10, Skierlik
Ward 39	Elandsrand, Oukasie – Vuka Section, Mamogalieskraal
Ward 40	Pansdrift, Sonop, Khalamtwana, Part of Segwaelane, Geluk, Uitvalgrond, Kareepoort, Losperfontein, Rooikoppie and Regorogile
Ward 41	Moseja Section, Beverley Hills, Block E, Motseng and Midas Section

PRIMARY ECONOMY

Agriculture, Tourism and mining are the main primary economies. The Agricultural sector, which produces food, is the biggest primary economy. It is categorized into four classifications, namely, extensive farming (44% of the Municipal area), intensive agriculture (18%), game farming (10%) and subsistence farming. Tourism also plays a major economic role as it is based on the natural systems (11%). Scenic routes, heritage sites, resorts and nature reserves are some of the main attractions in the tourism sector.

The mining sector is dominated by platinum and chromium mining as well as quarrying activity. Platinum mining activity is located on the south eastern side of the side of Brits while quarrying is spread around the municipal area. The primary economic activities have to be managed in such a manner as to make sure that their impact on the natural environment and resources is controlled.

SECONDARY ECONOMY

Secondary economy refers to activities involved in the manufacturing of finished goods. The secondary sector is understood to include all manufacturing, processing, and construction. Activities associated with the secondary economy include metal working, smelting, automobile production, textile production, chemical industries, engineering industries, manufacturing, energy utilities, breweries, bottlers, and construction.

Secondary economic activities are normally linked to the primary economic activity. Thus secondary activity in Madibeng Local Municipality is in alignment with agricultural processing without the exclusion of manufacturing and construction. These activities are located in Brits, along the N4 Highway as well as a lesser activity scale in Lethlabile.

TERTIARY ECONOMY

The tertiary sector of the economy is largely associated with service industries. This sector provides services to both the general population and businesses. Activities that are commonly associated with tertiary economy include retail and wholesale sales, transportation, distribution, entertainment, restaurants, clerical services, media, tourism, insurance, banking, healthcare and law.

In most developed and developing countries, a growing proportion of workers are devoted to the tertiary sector. The N4 Highway plays a significant role within the transport, logistics and distribution activities within the municipal area. The N4 facilitates transport linkages between Rustenburg, Tshwane and Johannesburg.

Brits is the administrative capital of the municipality, bearing the bulk of municipal and government services. The Pelindaba nuclear facility also forms part of the government services. It is located on the south eastern side on the municipal area.

DEMOGRAPHIC INDICATORS

The ability of individuals to contribute to production is largely dependent on their level of human capital development. This level of development is indicated by demographic indicators such as education, housing, employment and income levels.

Education and formal training play an important role in the overall value of people. Increased value of Madibeng Local Municipality's residents can improve their living conditions. Further Education Training (FET) colleges, which concentrate on economic sectors present in the Municipality, will improve the human capital in Madibeng. This will reduce unemployment rate in the Municipality.

RURAL DEVELOPMENT

The north eastern quadrant of the Municipality is composed of rural settlements (villages). These villages are characterised by subsistence farming and indigenous knowledge systems. Rural development can be assessed by investigating rural livelihoods, access to income, access to land and access to services. This will inform the manner in which basic services are provided and the rural landscape is retained.

Rural areas are characterized by relatively high logistical costs and high per capita service costs. Therefore the provision of government services such as the municipal office, clinic, schools, become costly. Thus in cases where services are provided, the recurrent costs of all but the most basic services must be met by those who use them. It is essential for Madibeng to recover costs in the peri-urban and rural areas through the pro-active debt collection policies.

The process of formalising settlements in rural areas is essential. This process helps to unlock the economic potential of the area, facilitate appropriate regulation of land use as well as enable the municipality to implement cost recovery. This will ensure sustainable rural settlements.

STATISTICAL OVERVIEW

A demographic statistical overview, as per census 2011, follows in the table below:

Population		Gender Distribution	
Population Size	477 381	Male	53%
Population (Area km²)	3839	Female	47%
Average annual Growth Rate	3.17%		
Population density (per km²)	124	Sex Ratio (Males/100 Females)	113.7
Population group		Age Distribution Structure	
Black African	426 192	Young (0-14 Years)	25.70%
Coloured	4 292	Working age (5-65 Years)	69.20%
Indian or Asian	2 445	Eldery (Older than 65 Years)	5.10%
White	42 691		
Education Levels		Employment Status	
Persons Older than 20 years:		Persons 15 to 65 Years of Age:	
-No Schooling	7.80%	- Employment	69.60%
-Some Primary to Secondary Schooling	57.30%	- Unemployment	30.40%
-Grade 12	27.60%	Youth Unemployment (15-34)	38.20%
-Higher	7.30%		
Monthly Income levels:		Households	
No Income	23.3%	Number of Households	160 724
Income up to R800	27.3%	Average Household Size	3.00
Income between R800-R 6500	43.3%	Female headed households	30.3%
Income above R6500	6.3%	Agricultural households	3,621
Dependency ration per 100	44.4		
Housing		Services	
Formal	59.19%	Flush toilet connected to sewerage	27.2%
Traditional	0.72%	Piped water inside dwelling	22.2%
Informal	40.09%	Electricity for lighting	81%
Housing owned/paid off	54.1%	Weekly refuse removal	25.7%



POLITICAL LEADERSHIP



CLLR KABELO NTSHABELE
SPEAKER OF COUNCIL



CLLR JOSTINA MOTHIBE
EXECUTIVE MAYOR



CLLR PETRUS MAKGABO
SINGLE WHIP OF COUNCIL



CLLR DIALE DIALE
Chairperson:
Municipal Public Accounts
Committee (MPAC)

MEMBERS OF THE MAYORAL COMMITTEE



CLLR J RATLOI
INFRASTRUCTURE AND
TECHNICAL SERVICES



CLLR SDN NTHANGENI
BUDGET AND TREASURY
OFFICE



CLLR MMC MP TLHOPANE
COMMUNITY DEVELOPMENT



CLLR DS MAIMANE
ECONOMIC DEVELOPMENT,
TOURISM AND AGRICULTURE



CLLR ETM MODISE
CORPORATE SUPPORT
SERVICES



CLLR MM MACHETE
PUBLIC SAFETY AND
FACILITIES MANAGEMENT



CLLR J SEFUDI
PLANNING AND HUMAN
SETTLEMENT



CLLR PA PHETLHE
ROADS AND TRANSPORT &
WARD 4









































CLLR SM MAUNATLALA
IDP, PMS AND LEGAL































CLLR NM MAQAKAMBA
IGR AND SPECIAL
PROJECTS
& WARD 35

WARD COUNCILLORS

 Cllr EM Nkoe Ward 01	 Cllr BR Motswal Ward 02	 Cllr AWS Maletse Ward 03	 Cllr MG Sadluge Ward 05	 Cllr MM Ramila Ward 06	 Cllr MD Mosolodi Ward 07	 Cllr RP Padi Ward 08	 Cllr NB Muthanga Ward 09
 Cllr MM Ramahofu Ward 10	 Cllr EE Tanke Ward 12	 Cllr DM Molekoa Ward 13	 Cllr ML Makgale Ward 14	 Cllr KM Shatang Ward 15	 Cllr OD Marapane Ward 16	 Cllr MA Mokgoko Ward 17	 Cllr BA Maubane Ward 18
 Cllr TS Bogale Ward 19	 Cllr C Seabi Ward 20	 Cllr MW Motlasedi Ward 21	 Cllr J Pletense Ward 22	 Cllr BP Gous Ward 23	 Cllr JT Moabi Ward 24	 Cllr T Mokwena Ward 25	 Cllr P Pretorius Ward 26
 Cllr RE Dikgang Ward 27	 Cllr KS Tlapi Ward 28	 Cllr AD Ratlou Ward 29	 Cllr EGJ Rossouw Ward 30	 Cllr P Thubisi Ward 31	 Cllr AJ Molotsi Ward 32	 Cllr M Du Plessis Ward 33	 Cllr HT Phalwane Ward 34
 Cllr FM Masemola Ward 36	 Cllr LG Mhlambi Ward 37	 Cllr EL Phago Ward 38	 Cllr E Van Der Schyff Ward 39	 Cllr OP Mosielele Ward 40	 Cllr JM Modipane Ward 41		

PR COUNCILLORS

 Cllr MZ Banda	 Cllr EJ Barlow	 Cllr RNJ Breytebach	 Cllr JH Grobbelaar	 Cllr KS Komape	 Cllr EDF Lourens	 Cllr ML Mabokachaba	 Cllr NS Mabunda
 Cllr S Malla	 Cllr II Maiedu	 Cllr CM Mampuru	 Cllr PK Mawayi	 Cllr TM Modiba	 Cllr AM Modisakeng	 Cllr TJ Mohlabeane	 Cllr RR Mohlatsi
 Cllr MS Moloi	 Cllr ED Montsho	 Cllr MD Norapedi	 Cllr J Mosto	 Cllr WJ Muller	 Cllr AS Rakomane	 Cllr WS Ramaboa	 Cllr MM Sekgothe
 Cllr CS Sekhoto	 Cllr GF Sithole	 Cllr P Tsheola	 Cllr JC Van Rhyn				

DEPARTMENTAL INFORMATION

M MALULEKA MUNICIPAL MANAGER	DEPARTMENTS	NAME OF DIRECTOR	CORE FUNCTIONS	PC
	Budget and Treasury Office	K Maposa CFO	Revenue; Expenditure and Supply Chain Management; Budget and Risk Management	1
	Corporate Support Services	MG Magole Director	Human Resource Management and Training; Administration; Records and Secretariat Services	2
	Economic Development and Planning	S Mnisi Director	Agriculture, Tourism, SMME	3
	Human Settlement and Planning	N Pule Acting Director	Housing, Land Administration, Town Planning; Building Control	4
	Community Services	M Mmope Director	Solid Waste and Environmental Management; Parks, Sports and Recreation, Arts and Culture	5
	Public Safety and Social Development	P Dilinga Director	Security, Traffic, Clinics, Fire	6
	Technical Services	R Ntekele Director	Project Management Unit, Water, Sanitation, Electricity	7
	IDP, PMS and Legal	M Maluleka Municipal Manager	IDP, PMS and Legal Services	8
	Roads and Transport		Roads, Storm Water and Transport	
	Office of the Municipal Manager		Intergovernmental Relations, Communications, Offices of the Executive Mayor, Speaker, Chief Whip and MPAC	

DESCRIPTION OF PORTFOLIO COMMITTEES

PC 1 Financial Committee

PC 2 Corporate Services Committee

PC 3 Economic Development Committee

PC 4 Planning Committee

PC 5 Community Services Committee

PC 6 Social Services and Safety Committee

PC 7 Infrastructure Committee

PC 8 IDP, PMS, and Legal Committee

PC 9 IGR and Communications Committee

PC 10 Traditional Affairs & Special Programmes Committee

SECTION 79 COMMITTEES

The following standing committees were established in terms of section 79 of the Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998)

COMMITTEE	CHAIRPERSON
Municipal Public Accounts Committee (MPAC)	Councillor ED Diale
Rules Committee	Councillor KS Ntshabele
Petitions and Civilians Committee	OD Marapyane
Delegations Committee	HB Mathibela

TRADITIONAL AUTHORITIES

The following Traditional Authorities are situated within the jurisdiction of Madibeng:

- Mmakau Tribal Office
- Baapo ba Mogale Tribal Office, Bapong – Serving on the Council
- Bakwena ba Mogopa, Jericho
- Bakwena Ba Mogopa Tribal Office, Hebron
- Batang Tribal Office Maboloka

ROLEPLAYERS WITHIN MUNICIPALITY

- Madibeng Council
- Mayoral Committee
- Portfolio Committee's
- Ward Councillors
- Municipal Manager
- Tribal Authorities
- Community Development Workers
- Officials

ESTABLISHED FORUMS IN MADIBENG

- The Business Consultative Forum, is constituted by delegates of Business Sector, Industrialists, Tourism Sector, Council Members, Mining Forum, Heads of Departments and the Municipal Manager. The Forum is chaired by the Executive Mayor and meets monthly.
- The Mining Forum is constituted by representatives of all mining houses, councillors and officials
- The IDP Representative Forum consists of IDP Stakeholders, i.e. representatives of the following sectors:
Agriculture, Banking, Business, Health, Housing, Land, Mining, Transport & Water. Municipalities within Bojanala Platinum District Municipality region, CBO's and Support Groups, SAPS, Trade Unions & Youth Forums, the District Municipality, National and Provincial Government, Traditional Authorities, Professional Service Providers, members of communities and residents.

INTERNAL AUDIT COMMITTEE

Madibeng Municipality has a functional Internal Audit Committee. The Audit Committee was established in December 2004. The current committee members were appointed by the Council on 23 February 2016. The Audit Committee comprises of three (3) external members, namely:

- Mr. HB Mathibela(Chairperson)
- Adv. FJ Van Westhuizen
- Mrs P Mangoma

Audit Committee Meetings are held quarterly, with the authority to convene additional special meetings as circumstances require, ensuring that the Audit Committee discharge its responsibilities found in its Charter.

PERFORMANCE REVIEW

To measure, monitor and evaluate the Municipality's performance the Council has adopted the Balance Scorecard System. The Key Performance Areas, Key Performance Indicators and Performance Targets, which form part of the 5 Year IDP, are being used as the basis for the review of the municipal PMS and Performance Contracts of Senior Managers. Alignment between the IDP, PMS and budget is done through the projects that form part of the performance targets.

HUMAN RESOURCE INFORMATION

Organizational Structure

The revised organisational structure was approved by Council per item A.0422 on 27 August 2014.

Employment Category	RACE								TOTAL		TOTAL
	African		Coloured		Indian		White				
	M	F	M	F	M	F	M	F	M	F	
Councillors	38	25	1	0	0	0	6	2	45	27	72
Directors & Corp. Managers	21	7	1				3		25	7	32
Professionals	36	46					4	3	40	49	89
Technicians, Trade Workers & Apprentices	50	12	1				10		61	12	73
Community & Personal Service Workers	3							1	3	1	4
Clerical & Admin. Workers	65	84	1				3	11	69	95	164
Sales and Service Workers	61	35	1	3	1		12	2	75	40	115
Machine Operators & Drivers	61								61		61
Elementary Workers	245	175	1	1			10		256	176	432
TOTAL	580	384	6	4	1	0	48	19	635	407	1042

Staff Complement

JOB DESCRIPTION	NO. OF POSITIONS		
	FILLED	VACANT	TOTAL
Municipal Manager	1	0	1
Directors	7	1	8
Managers	26	1	27
Professionals and Technical Personnel (Post level 4-6)	132	125	257
Artisans and Skilled Personnel (Post level 7-9)	164	88	252
Other Personnel(Post level 10-16)	305	146	348
General Workers (Post level17)	511	268	781
Total	1146	629	1775

Employee Totals

Description	2014/15			
	Approved posts no.	Employees no.	Vacancies no.	Vacancies %
Water	110	76	70	64%
Waste Water (Sanitation)	100	86	14	14%
Electricity	99	71	28	28%
Roads and Storm Water	140	92	38	27%
Housing	59	14	4	7%
Waste Water (storm water drainage)	108	70	38	35%
Waste Management	180	124	56	31%
Transport	4	1	3	75%
Planning	-	-	-	0%
Local Economic Development	35	18	17	49%
Planning (strategic & regulatory)	-	-	-	0%
Community & Social Services	140	126	14	10%
Environmental Protection	5	4	1	20%
Health	32	20	12	38%
Security & Safety	43	28	15	35%
Sport & Recreation	16	10	6	38%
Corporate Policy Offices & other	210	177	33	16%
Totals	1281	917	349	27%

Departmental Equity Information

Department	No of Females				No of Males				Total No. of Position
	B	W	O	•D	B	W	O	•D	
Office of the Municipal Manager	4	0			5	0			19
Community Services	169	16			222	14	1	4	572
Infrastructure and Technical Services	146	10			211	2		3	461
Economic Development and Planning	38	0			17	2			34
Corporate Support Services	27	3		1	21	3			70
Budget and Treasury Office	36	2			30			1	131
Total	420	31	0	1	506	21	1	8	1287

•D = Disabled Persons

Vacancy Rate

Designations	*Total approved posts no.	*Variances (total time that vacancies exist using fulltime equivalents) no.	*Variances (as a proportion of total posts in each category) %
Municipal Manager	1	0	0%
CFO	1	1	100%
Other Section 57 Managers (excl. finance posts)	7	4	57%
Other Section 57 Managers (finance posts)	9	4	44%
Municipal Police	51	21	41%
Fire Fighters	99	50	51%
Senior Management (excl. finance posts)	28	6	21%
Senior Management (finance posts)	5	0	0%
Highly Skills Supervision (excl. finance posts)	0	0	0%
Highly Skills Supervision (finance posts)	0	0	0%
Total	201	86	%

Turn-Over Rate

Details	Total appointments as of beginning of financial year	Terminations during the financial year	Turn-over rate*
2011/12	106	38	36%
2012/13	84	42	50%
2013/14	146	98	67%
2014/15	66	63	95%

INTERNAL POLICIES, PLANS & BYLAWS

NAME OF POLICY	DEPARTMENT	DATE APPROVED	RESOLUTION NO.	DATE REVIEWED
Acceptance of Grants, sponsorships & gift policy	Budget and Treasury Office	29/05/2015	A.0516	Not yet reviewed
Assets Management Policy	Budget and treasury Office	26/05/2015	A.0718	26/05/2015
Attendance of Conferences Workshops and meeting policy	Budget and Treasury Office	31/07/2000	A.0229	Not yet reviewed
Bad debts written off policy	Budget and Treasury Office	31/05/2016	A.0907	31/05/2016
Budget Policy	Budget and Treasury Office	31/05/2016	A.0907	31/05/2016
Career Succession Planning policy	Budget and Treasury Office	24/08/2010	ADM.0053	Not yet reviewed
Cash Management and investment Policy	Budget and Treasury Office	31/05/2016	A.0907	26/05/2015
Policy on Civic Funerals and Memorial Services for Councillors	Corporate Support Services	25/08/2015	A.0759	25/08/2015
Credit control and debt collection policy	Budget and Treasury Office	31/05/2016	A.0907	31/05/2016
Deposit Policy	Budget and Treasury Office	31/05/2016	A.0907	31/05/2016
Indigent Household and subsidy Policy	Budget and Treasury Office	31/05/2016	A.0907	31/05/2016
Overtime Policy	Budget and treasury Office	27/08/2013	A.0423	Not yet reviewed
Payroll Policy	Budget and treasury Office	29/05/2014	A.0516	
Petty Cash policy	Budget and treasury Office	30/05/2013	A.0371	Not yet reviewed
Property Rates Policy	Budget and treasury Office	31/05/2016	A.0907	31/05/2016
Standby Allowance policy	Budget and treasury Office	27/08/2013	A.0423	
Subsistence and Travel Policy	Budget and treasury Office	29/05/2014	A.0516	

NAME OF POLICY	DEPARTMENT	DATE APPROVED	RESOLUTION NO.	DATE REVIEWED
Supply Chain Management Policy	Budget and treasury Office	26/05/2015	A.0718	26/05/2015
Tariff Policy	Budget and treasury Office	31/05/2016	A.0907	31/05/2016
HIV/AIDS Workplace Policy	Chief Operating Officer	30/05/2011	A.1056	
Marketing and Communication Policy	Chief Operating Officer	02/12/2015	A.0795	02/12/2015
Mayoral bursary Fund	Chief Operating Officer	28/03/2014	A.0414	
Mayoral Fund Policy	Chief Operating Officer	28/03/2014	A.0413	
Performance Management Policy	Chief Operating Officer	30/05/2013	A.0304	
Public participation Policy	Chief Operating Officer	23/02/2016	A.0821	
Renaming of Street and Other Public Places Policy	Chief Operating Officer	30/05/2013	A.0306	
Disaster Management Policy	Community Services			Review in progress
Integrated Environmental Management Policy	Community services	02/12/2015	A.0768	Not yet due for review
Transport policy	Community Services	24/07/2002	MC.0888	
Acting Allowances	Corporate Support Services	05/05/2011	ADM.0223	Not reviewed
Employee Assistance/ Wellness	Corporate Support Services	12/20/2010	ADM 0135	Not yet reviewed
Employee Exit	Corporate Support Services	24/08/2010	ADM.0053	Not yet reviewed / Not implemented
Employment Equity	Corporate Support Services	12/7/2011	A.0073	Not yet reviewed
Financial Assistance for Funerals and Memorial Services to Officials	Corporate Support Services	05/05/2011	ADM.0223	Not reviewed
Grievance Policy guidelines	Corporate Support Services	20/12/2010	ADM 0135	Not reviewed
ICT Policy	Corporate Support Services	N/A	N/A	Policy still on draft to be submitted to council for approval.
Internship & Volunteering	Corporate Support Services	12/07/2011	A.0073	Not yet reviewed
Labour Relations	Corporate Support Services	12/20/2010	ADM 0135	Not yet reviewed
Leave policy	Corporate Support Services	30/05/2013	A.0371	
Medical Surveillance	Corporate Support Services	05/05/2011	ADM 0223	Not yet reviewed
Occupational Health & Safety	Corporate Support Services	24/08/2010	ADM.0053	Under review.
Records Management Policy	Corporate Support Services	26/08/2014	A.0499	No need for review, review will be done as and when required.
Recruitment, Selection & Personnel	Corporate Support Services	24/08/2010	ADM.0053	Not reviewed
Sexual Harassment Policy	Corporate Support Services	05/05/2011	ADM.0223	
Staff & Skills Retention	Corporate Support Services	24/08/2010	ADM.0053	Not reviewed
Study Aid Policy	Corporate Support Services	Review in progress		Review in progress
Alienation of Council Land Policy	Human Settlements	24/08/2007	A0618	Not yet reviewed
Operational Manual of Land Alienation Policy	Human Settlements	07/04/2009	A.0910	Not yet reviewed
Policy on Council Houses	Human Settlements	09/11/2000	A.0318	Under Review
Expanded public works program policy EPWP	LED	25/11/2014	A.0587	Policy not adopted hence it was not sent for public participation
Disability Policy	Office of The Executive Mayor	1/07/2012	A.0197	Under review
Gender Policy	Office of the Executive Mayor	30/5/2013	A0330	Not yet reviewed
Youth Development Policy	Office of the Executive Mayor	07/12/2011	A.0072	Under review
Audit Committee Charter	Office of the Municipal Manager	25/08/2015	A.0765	
Anti-Fraud and Corruption Policy	Office of the Municipal Manager	07/04/2009	A0897	24/08/2015 A.0753
Internal Audit Charter	Office of the Municipal Manager	11/11/2013	A.0428	27/08/2014 A.0214
Budget Policy	Budget and Treasury Office	31/05/2016	A.0907	
Consumer Care Policy	Budget and Treasury Office	31/05/2016	A.0907	
Disposal Policy	Budget and Treasury Office	29/05/2014	A.0516	
Employee Performance Management Policy	Chief Operating Officer	25/08/2015	A.0749	
Employment Equity Policy	Corporate Support Services	07/12/2011	A.0073	
Volunteers Policy and Procedures	Corporate Support Services	07/12/2011	A.0073	
Risk Management Policy	Municipal Manager	28/02/2017	A.0089	

NAME OF BY-LAW	DEPARTMENT	ADOPTION DATE	RESOLUTION NUMBER	DATE REVIEWED
Property rates By-law	Budget and Treasury Office	31/05/2016	A.0907	Not yet reviewed
Credit Control and debt collection By-law	Budget and Treasury Office	30/05/2014	A.0516	Not yet reviewed
Property Rates By-law	Budget and Treasury Office	31/05/2016	A.0907	Review to be done by March 2016
Rules of Order By-law	Corporate Support Services	30/08/2005	A.0366	Not yet reviewed
Ward Committee By-Law	Chief Operating Officer	23/02/2015	A.0822	

Waste Management By-Law	Community Services	30/09/2008	A.0809	
Outdoor Advertising By-Law	Community Services	15/12/2010	A.0171	Not yet reviewed
Air Quality Management By-law	Community Services	03/12/2013	A.0444	Not yet reviewed
Amendment of existing Electrical By-law	Human Settlement and Planning	2010/12/15	ADM.0177	Not yet reviewed
Building Control By-Law	Human Settlement and Planning	Still on Draft and awaiting PCC		Not yet reviewed
Storm water management By law	Infrastructure and Technical Services	30/05/2013	A.0311	Not yet reviewed
Street Trading By-Law	Local Economic Development, Tourism and Agriculture	24/11/2010	A.1073	Not yet reviewed
Water & Sanitation By-Law	Infrastructure and Technical Services	26/05/2015	A.0649	Not yet reviewed
Tariff By-Law	Budget and Treasury Office	31/05/2016	A.0907	

SWOT ANALYSIS*

STRENGTHS	<p>Collective Leadership</p> <p>Stable political leadership</p> <p>Sound employer and employee relations</p> <p>Communication (Corporate)</p> <p>Economic Infrastructure of Municipality – Dams, Rivers and Natural Beauty</p> <p>Good Governance systems in place</p> <p>Senior Management positions have been filled with skilled personnel</p> <p>Public Private Partnerships in place</p> <p>Highest allocation of MIG</p> <p>Permanent administrative leadership</p> <p>Attractive Tourism, farming and manufacturing industry</p> <p>Agricultural land</p> <p>Gateway that connects countries and provinces</p> <p>Strong Mining Sector</p> <p>Municipal structures in place and functional – Council, Subcommittees, AC, RMC, etc...</p> <p>Adequate public engagements</p>	WEAKNESSES	<p>Low staff morale</p> <p>Misplacement of personnel in wrong positions</p> <p>Non-adherence to the value system</p> <p>Non-adherence to the policy implementation</p> <p>Unskilled Labour force due to inadequate implementation of the WSP</p> <p>Inability to resolve long outstanding labour and litigations disputes</p> <p>Poor implementation of SCM processes</p> <p>Poor revenue collection</p> <p>Consequence management not in place</p> <p>Overloaded and aged infrastructure</p> <p>High staff turnover in critical posts</p> <p>Lack of review and enforcement of by-laws</p> <p>Dependency of government grants</p> <p>Poor planning and planning tools</p> <p>Poor communication processes and systems</p> <p>Poor Financial Management</p> <p>Administrative paralyses</p> <p>Skills shortages in critical positions</p> <p>None compliance to policies, acts and legislation</p> <p>Inability to provide basic services to communities</p> <p>Failure to update asset register and valuation roll</p> <p>Ineffective use of resources</p> <p>High Levels of fraud, corruption and maladministration</p> <p>Poor municipal branding/marketing</p> <p>Delay in payments of service providers</p> <p>Water crisis in the Municipality</p> <p>Illegal connection on water and electricity</p>
	<p>Big population (growth potential)</p> <p>PPP availability in the mining, agriculture and motor industry</p> <p>Use of technology to improve service delivery</p> <p>Location of mining, tourism and Agricultural industries to the Municipality</p> <p>Land availability for Industrialization</p> <p>Maximise revenue streams</p> <p>Attract investment and Tourists in the Municipality</p> <p>Infrastructure expanding</p> <p>Land expropriation/acquisition</p> <p>Mining and Industrial development</p>		<p>Poor Economic climate and outlook</p> <p>Non payment of services by communities and businesses</p> <p>Unrests and protests by Communities</p> <p>Mushrooming of Informal settlements</p> <p>Vandalism of Municipal Assets</p> <p>High Levels of unemployment</p> <p>High Levels of Crime</p> <p>Environmental pollution</p> <p>Poor perception of Municipality</p> <p>National political direction</p> <p>Land instability threat</p>

*Strategic Retreat March 2018

ORGANISATIONAL RISKS

IDP Ref.	KPA	Strategic Objectives	KPI	Risk Category	Risk Description	Cause	Consequences	Impact	Likelihood	Inherent Risk	Existing controls	Control Adequacy	Residual Risk	Treatment Plans	Unit of Measure/Action outcome Indicator	Reporting Dates
SO14/3/17	Municipal Financial Viability	To enhance and maintain sound and sustainable financial management in with set strategies norms and standards	Curbing of over expenditure on projected operating budget	Financial	Operational budget of the municipality might be overspent	Unfunded mandate Poor monitoring of operational expenditure Non adherence to procurement plans Poor management of overtime Financial Mismanagement Fraud & Corruption Poor cash flow management Inflated prices on stock items	The municipality may incur unauthorised expenditure, Poor service delivery Negative audit outcome	5	5	25	Approved IDP and budget in place Monthly Expenditure reports distributed to directorates Monitoring and implementation of the SDBIP by the Budget Steering Committee Investigation of the UIF by MPAC	20%	20	Monthly expenditure reports submitted to Directors to have valid reasons for over and under expenditure Strict adherence to the approved budget Development of procurement plans for all procured services Development and implementation of the financial recovery plan Usage of the suppliers master file evenus module and training thereof for all suppliers Price bench marking exercise Stakeholders given access to stock prices	Reports from budget with comments from directors Monthly budget expenditure report Procurement plans Financial recovery plan Meeting with the service provider and training register Report on changed prices on stock items (bench marking exercise) Access test	30 Sept '17 31 Dec '17 31 March '18 29 Jun '18
SO14/4/17		To enhance and maintain sound and sustainable financial management in with set strategies norms and standards	Curbing of under expenditure on projected operating budget	Financial	Projected operational budget might not be used	Poor Planning Unrealistic budget Poor performance and monitoring	Set-off of un-spend conditional grants on equitable share Reduction in equitable share allocation	5	5	25	Implementation of the approved SDBIP Monthly Expenditure reports to the directors Monitoring & Implementation of the SDBIP by the Budget Steering Committee Investigation of the UIF by MPAC	20%	20	Monthly expenditure reports submitted to Directors to have reasons for under expenditure, Investigation of UIF expenditure by Accounting Officer	Monthly submission of reason by Directors for under expenditure	30 Sept 2017 31 Dec 2017 31 March '18 29 June '18

IDP Ref.	KPA	Strategic Objectives	KPI	Risk category	Risk Description	Cause	Consequences	Impact	Likelihood	Inherent Risk	Existing controls	Control Adequacy	Residual Risk	Treatment Plans	Unit of Measure/Action outcome Indicator	Reporting Dates
SO14/15/17	Municipal Financial Viability	To enhance and maintain sound and sustainable financial management in with set strategies norms and standards	Collection of budgeted revenue.	Financial	Consumer may not pay for services rendered	Services of inferior quality Illegal connections and tampering of services Political interference Inaccurate billing Incompetent officials Faulty meters Denied access Fraud & corruption Unavailability of stock items for maintenance Poor maintenance of the existing infrastructure Budget constraints	Loss of revenue Cash flow constrains Poor service delivery Municipality not meeting its financial obligations Provincial government invoking section 139 of the constitution Litigation for poor service delivery	5	5	25	Revenue Enhancement Strategy Monthly Revenue Reports Credit control policy and bylaws	20%	20	The Revenue Enhancement Committee to invite Political principals in order to have buy in Enforce credit control policy and bylaws Monitoring of service providers reading meters Allocate law enforcement officers to accompany meter readers	Minutes and attendance register of Revenue enhancement committee meeting Proof of submission revenue report to the CFO	30 Sept 2017 31 Dec 2017 31 March '18 29 June '18
SO11/13/17	Basic Service Delivery and Infrastructure Development	To provide basic municipal services in accordance with approved budget and set targets	Households with access to refuse removal services (access to basic level of solid waste removal)	Service Delivery	Provision of basic levels of solid waste removal might not be adequate	Unavailability of refuse collection vehicle Proliferation of informal settlements Lack of human and capital resources Highly dispersed municipal geographical area	Backlogs of access to access to solid waste removal Service Delivery protests Disinvestments/J ob losses Loss of Revenue Spreading of diseases	5	5	25	Provision of service by outsourcing Provide bulk containers to informal communities Conducting of education & awareness campaigns on Waste Management Labour intensive programs on Revenue enhancement process	40%	15	Procurement of additional internal Waste management vehicles and bulk containers Additional personnel appointed	Monthly reports on collection areas Scheduled routes for refuse collection Service provider invoices & time-sheets	30 Sept 2017 31 Dec 2017 31 March '18 29 June '18

IDP Ref.	KPA	Strategic Objectives	KPI	Risk category	Risk Description	Cause	Consequences	Impact	Likelihood	Inherent Risk	Existing controls	Control Adequacy	Residual Risk	Treatment Plans	Unit of Measure/Action outcome Indicator	Reporting Dates
SO/13/45/17	Municipal Transformation and Institutional Development	To enhance administrative systems in line with applicable instruments (e.g legislation, policies procedures etc)	Review of Waste Management By-law (1)	Compliance & Regulatory	By-laws may not be enforced	Insufficient financial resources (in case of outsourcing) Human resource constraints (Skilled & competent staff) Authorisation by the SAPS Unavailability of the appropriate system	Audit findings due to non- enforcement of bylaws Uncontrolled communities (Illegal dumping, spreading of diseases) Increased crime rate)	5	4	20	Use of consultants Long term planning IDP for review & development of By-laws Compliance notices	40%	12	Enforcement of By-laws Hold meetings with SAPS to have authority on enforcement of bylaws	Infringement notice and eNatis report	30 Sept 17 31 Dec 2017 31 March '18 29 June '18
SO/12/11/17		To enhance skills of employees, councilors and ward committees through training initiatives and set targets encapsulated in the WSP	Municipal Budget actually spent on implementing the Workplace Skills Plan	Municipal Transformation	WSP funding might be used on unaligned training programmes or activities	Inadequate training budget ineffective Skills Committee	Incomplete implementation of WSP Poor quality training Interventions Skill gaps not addressed Poor coordination of spending on WSP fund	5	5	25	Skills Develop-ment Committee is in place Skills needs analysis process	40%	15	Adequate Budgeting Skills Development Committee to meet on monthly basis to ensure effectiveness of the Committee Enforce centralization of training coordination by CSS WSP funding to be ringfenced for WSP training programmes Decentralize training budget per directorate	Expenditure budget report per directorate Annual training plan and reports	30 Sept 217 31 Dec 2017 31 March '18 29 June '18

IDP Ref.	KPA	Strategic Objectives	KPI	Risk category	Risk Description	Cause	Consequences	Impact	Likelihood	Inherent Risk	Existing controls	Control Adequacy	Residual Risk	Treatment Plans	Unit of Measure/Action outcome Indicator	Reporting Dates
SO/13/6/17	Municipal Transformation & Institutional Development	To enhance administrative systems in line with applicable instruments (e.g legislation, policies procedures etc)	Employment Equity Plan adopted by Council (1)	Municipal Transformation	EE Plan might not be developed for adopting by Council	On participation of departments in attendance of EE Committee of meetings	Non-compliance with EE Act Possible fines by Department of Labour Demotivated personnel leading to poor performance of the organisation	5	5	25	Draft EE Plan Skills Development Committee in place	20%	20	Establishment of EE Committee Develop TOR for the EE Committee Submit EE report quarterly to Senior Management Team and Audit Committee to track and trace areas of poor compliance and report to Council Creation of EE Unit and appoint an officer Establishment of calendar for EE reporting cycle	EE Plan adopted and council resolution Adopted TOR for the EE Committee Approved structure with provision for the EE unit Adopted calendar for EE reporting cycle Minutes of SMT, AC and Council	30 Sept 17 31 Dec 2017 31 March '18 29 June '18
SO/8/14/17	LED	To promote and support LED initiatives in line with set targets norms and standards	LED plans reviewed and adopted	Social Envtrom	Insufficient budget for LED plans	Financial constraints	No implementation of LED plans Low economic development	4	4	16	Inclusion of the LED plans in the IDP for budgeting	20%	13	Consider outside funding for review and implementation of LED plans Submit a proposal to the funders	LED plans adopted by Council Written request for funding	30 Sept 17 31 Dec2017 31 March '18 29 June '18
SO/11/1/17	Basic Service Delivery and Infrastructure Development	To provide basic municipal services including street lighting in accordance with approved budget and set targets	Households (160,724) with installed water meters (access to basic level of water)	Service Delivery	Provision of basic levels of water might not be adequate	Low dam levels due to drought Unavailability of infrastructure Aged infrastructure Proliferation of informal settlements Lack of resources Raw water quality Highly dispersed municipal geographical area	Backlogs of access to water Service Delivery protests Disinvestments/J ob losses Loss of Revenue Possible loss of life High Water losses Delayed property development	5	4	20	Provision of tankering services Rain water harvesting Planned maintenance program Availability of additional water schemes (Rand Water, Odi Water, etc) Water service development plan Water and sanitation by-laws	40%	12	Expansion of water purification plant New water treatment technology Accelerate water infrastructure implementation through MIG, Water Services Infrastructure Grant & Accelerated Infrastructure Program Augmentation of boreholes Water Quality Monitoring Water conservation & demand management strategy	Quarterly reports from Magalies MIG payment certificates/Quarterly reports from Magalies (WSIG & ACIP) Quarterly reports from Magalies Monthly reports	30 Sept 2017 31 Dec2017 31 March '18 29 June '18

IPD Ref.	KPA	Strategic Objectives	KPI	Risk category	Risk Description	Cause	Consequences	Impact	Likelihood	Inherent Risk	Existing controls	Control Adequacy	Residual Risk	Treatment Plans	Unit of Measure/Action outcome Indicator	Reporting Dates
SO1/5/17	Basic Service Delivery & Infrastructure Development	To provide basic municipal services including street lighting in accordance with approved budget and set targets	Households (25,061) connected to main sewer line (Klipgat) (access to basic level of sanitation)	Service Delivery	Absence of basic sanitation services contributes to health hazards. Contamination of water resources	Inadequate processes of waterborne sewerage treatment systems.	Water recycling process is contaminated.	5	5	20	Maintenance and Operation	45%	11	Maintenance & Operation plan to be established	Quarterly M & O reports	30 Sept 17 31 Dec 2017 31 March '18 29 June '18
SO14/1/17			Capital Budget actually spent on planned capital projects.	Financial	Budget might not be fully spent on planned capital projects	Poor planning Delay procurement processes Project Stoppages Late registration of Projects Failure to ringfence the budget once received Poor performance by service providers Contractors cash flow challenges Cost / Budget misalignment Incomplete projects carried over to the next financial year without carried over the fund	Delay in reduction on service delivery backlogs Withholding of grant funding Reduction of Outer years funding Rollover of the projects Service Delivery protests Delay in payments to service providers Damaging of municipal property Vandalism	5	5	25	Submission of monthly reports on progress of capital projects implementation Monitoring of the SDBIP implementation by the Budget Steering Committee Implementation plan	20%	20	Revise Implementation plan Adjust budget, Continuous elaborate the procurement plan, revise cash flow projections 18/19 Implementation plan Make provision for a Social facilitator under the consultant, timeous payments for contractors All 1819 planned projects registered Ringfencing will be discussed with director looking at control over the account Site Visit Schedule, Monthly site meetings Sign off cessions for material Unbundle the budget to separate project cost between contractor and consultant, Bid Specification reports to separate the project cost between contractor and consultant Strict Monitoring of the projects	Revised version of the document (31 March) 1819 Implementation plan (31 March 2018) Appointment letter issued by the consultant (targeted for 1819 FY), Proof of payments (timeously) Approval letters (10 May 2018) Minutes of discussions Site Visit Schedule & minutes of meetings (16 April 2018) Signed Cessions for all projects (16 April 2018) Adjusted budget (16 April 2018) Site visit schedule, monthly progress reports (from end of April)	30 Sept 17 31 Dec 2017 31 March '18 29 June '18



Report of the auditor-general to the North West provincial legislature and the council on the Madibeng Local Municipality

Report on the audit of the financial statements

Disclaimer of opinion

1. I was engaged to audit the financial statements of the Madibeng Local Municipality set out on pages xx to xx, which comprise of the statement of financial position as at 30 June 2017, the statement of financial performance, the statement of changes in net assets, the cash flow statement and the statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. I do not express an opinion on the financial statements of the municipality. Because of the significance of the matters described in the basis for disclaimer of opinion section of my report, I have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

Basis for disclaimer of opinion

Cash and cash equivalents

3. I was unable to obtain sufficient appropriate audit evidence for cash and cash equivalents as the municipality could not provide adequate substantiating records for the unreconciled difference between the municipality's cash book and bank statement balances for the current and prior year. I was unable to confirm cash and cash equivalents by alternative means. Consequently, I was unable to determine whether any adjustment relating to cash and cash equivalents of R27 608 840 (2016: R69 155 149) disclosed in the statement of financial position and note 12 to the financial statements, was necessary.

Receivables from exchange and non-exchange transactions

4. I was unable to obtain sufficient appropriate audit evidence for receivables from exchange and non-exchange transactions as the municipality did not have an adequate system of internal control and did not keep adequate records. I was unable to confirm these receivables by alternative means. Consequently, I was unable to determine whether any adjustments to receivables from exchange transactions of R376 530 512 (2016: R196 385 364) and receivables from non-exchange transactions of R230 248 953 (2016: R110 899 787) as disclosed in the statement of financial position and notes 11 and 9 to the financial statements respectively, were necessary.

Payables from exchange transactions

5. Municipality did not account for payables from exchange transactions as required by GRAP 1, *Presentation of financial statements* due to differences identified between the underlying records and the financial statements. In addition, the municipality did not have adequate systems in place to record all retentions payable, which resulted in the understatement of retentions by R21 576 247. I was unable to determine the full extent of this misstatement on payables from exchange transactions of R593 762 702 (2016: R456 115 046) disclosed in note 17 to the financial statements or the related expenditure and accumulated surplus, as it was impracticable to do so.

Revenue from exchange transaction

6. The municipality did not adequately account for revenue from service charges in accordance with GRAP 9, *Revenue from exchange transactions* due to an inadequate billing process and all consumers not being billed for services received for the full financial period. In addition, the municipality incorrectly recognised own consumptions as revenue and service charges relating to the previous year as current year revenue, resulting in an overstatement of revenue. I was unable to determine the full extent of this misstatement on revenue from service charges of R684 074 549 (2016: R636 886 779) disclosed in note 23 to the financial statements or the related receivables from exchange transactions, as it was impracticable to do so.

Expenditure

7. I was unable to obtain sufficient appropriate audit evidence for expenses on repairs and maintenance and contracted services due to a lack of proper substantiating accounting records of the payment approval process and proof that services were delivered. I was unable to confirm these expenses by alternative means. Consequently, I was unable to determine whether any adjustment to repairs and maintenance of R122 068 563 and contracted services of R259 303 323 (2016: R129 644 070) as disclosed in the statement of financial performance, was necessary.

8. The municipality did not account for expenditure as required by GRAP 1, *Presentation of financial statements*, due to a lack of adequate systems that detect and prevent fraudulent activities on expenditure payments. This resulted in payments made to fictitious suppliers of R14 293 740 and unauthorised debit orders and credit card payments of R842 770 being incorrectly recognised as general expenses. Consequently, general expenses of R110 096 849 disclosed in note 26 to the financial statements was overstated by R15 136 510. Additionally, there is a resultant impact on the deficit for the year and the accumulated surplus as disclosed in the financial statements.

Capital commitments

9. The municipality did not maintain an adequate system to enable proper disclosure of contractual commitments as required by GRAP 17, *Property plant and equipment*, due to discrepancies identified between the commitments register, contracted amounts for projects and invoices paid. I was unable to quantify the full extent of the misstatement on capital commitments of R224 372 063 disclosed in note 41 to the financial statements, as it was impracticable to do so.

Unauthorised expenditure

10. Section 125 of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) requires the disclosure of unauthorised expenditure incurred. The municipality incurred unauthorised expenditure of at least R729 305 129 during the year due to the overspending of individual votes within the budget which was not disclosed in the financial statements. As the municipality did not quantify the full extent of the unauthorised expenditure, it was impracticable to determine the resultant understatement of unauthorised expenditure disclosed in note 48 to the financial statements.

Irregular expenditure

11. Section 125 of the MFMA requires the disclosure of irregular expenditure incurred. The municipality made payments of R76 107 571 in contravention with the supply chain management requirements which were not included in irregular expenditure disclosed in the financial statements. As the municipality did not quantify the full extent of the irregular expenditure, it was impracticable to determine the resultant understatement of irregular expenditure disclosed in note 50 to the financial statements.

Cash flow statement

12. I was unable to obtain sufficient appropriate audit evidence to confirm the accuracy of the net cash flow from operating activities, the cash flow from investing activities and the cash flow from financing activities as required by GRAP 2, *Cash flow statements*. The municipality's accounting system did not allow for the performance of alternative procedures. Consequently, I was unable to determine whether any adjustments relating to the net cash flow from operating activities, the cash flow from investing activities and the cash flow from financing activities disclosed in the cash flow statement and the notes thereto, were necessary.

Statement of comparison of budget and actual amounts

13. The municipality did not adhere to the budget presentation and disclosure requirements of GRAP 24, *Presentation of budget information in the financial statements*. The statement of comparison of budget and actual amounts do not disclose the explanations for some material variances between the actual and budgeted amounts for the statement of financial performance.

Prior period errors

14. I was unable to obtain sufficient appropriate audit evidence for the restatement of corresponding figures as disclosed in the note 44 to the financial statements due to the status of the accounting records. I was unable to confirm these restatements by alternative means. In addition, the municipality did not disclose the nature of the prior period error and the amount of the correction for each financial statement line item affected, as required by GRAP 3, *Accounting policies, estimates and errors*.

Distribution losses

15. I was unable to obtain sufficient appropriate audit evidence for bulk electricity and water distribution losses due to a lack of adequate accounting records and inadequate billing processes. The extent of these distribution losses could not be confirmed by alternative means. Consequently, I was unable to determine whether any adjustments relating

to electricity distribution losses of R186 437 508 (2016: R258 836 865) and water distribution losses of R260 795 962 (2016: R614 334 145) disclosed in note 52 to the financial statements, were necessary.

Material uncertainty relating to going concern

16. I draw attention to the matter below. My opinion is not modified in respect of this matter.

17. I draw attention to note 46 to the financial statements, which indicates that the municipality incurred a deficit of R350 528 681 for the year ended 30 June 2017 and, as of that date the municipality's current liabilities exceeded its current assets by R45 020 799. These events or conditions, indicate that a material uncertainty exists that may cast significant doubt on the municipality's ability to continue as a going concern.

Emphasis of matter

18. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Fruitless and wasteful expenditure

19. As disclosed in note 49 to the financial statements, fruitless and wasteful expenditure of R6 667 961 was incurred in the current year and fruitless and wasteful expenditure of R15 364 237 from prior years had not yet been dealt with in accordance with section 32 of the MFMA.

Other matters

20. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Unaudited disclosure notes

21. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement did not form part of the audit of the financial statements and accordingly I do not express an opinion thereon.

Unaudited supplementary schedules

22. The supplementary information set out on pages XX to XX does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

Responsibilities of the accounting officer for the financial statements

23. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA standards of GRAP) and the requirements of the MFMA and the Division of Revenue Act of South Africa, 2016 (Act No. 3 of 2016) (DoRA) and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

24. In preparing the financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless there is an intention either to liquidate the municipality or to cease operations, or there is no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

25. My responsibility is to conduct an audit of the financial statements in accordance with International Standards on Auditing (ISAs) and to issue an auditor's report. However, because of the matters described in the basis for disclaimer of opinion section of my report, I was not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

26. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' Code of ethics for professional accountants (IESBA code) together with the ethical requirements that are relevant to my audit of the financial statements in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

Report on the audit of the annual performance report

Introduction and scope

27. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information

against predetermined objectives for selected development priorities presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.

28. My procedures address the reported performance information, which must be based on the approved performance planning documents of the municipality. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

29. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected development priorities presented in the annual performance report of the municipality for the year ended 30 June 2017:

Development priorities	Pages in the annual performance report
KPA 2: Basic service delivery and infrastructure development	x – x
KPA 3: Local economic development	x – x

30. I performed procedures to determine whether the reported performance information was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

31. The material findings in respect of the usefulness and reliability of the selected development priorities are as follows:

KPA 2: Basic service delivery and infrastructure development

Objective: To promote good governance and a culture of accountability through public and stakeholder participation in line with set targets, norms and standards

32. The strategic objective was approved in the service delivery and budget implementation plan (SDBIP) but was not reported on in the annual performance report. This is not in line with the requirements of section 41(c) of Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA).

Various indicators not verifiable

33. I was unable to obtain sufficient appropriate audit evidence to validate the existence of a system and processes that enable reliable reporting of actual achievement against the targets, as required by the Framework for managing programme performance information (FMPPI). Sufficient appropriate audit evidence could not be provided in some instances while in other instances the evidence provided did not agree to the recorded achievements. This resulted in a misstatement of the target achievement reported as the evidence provided indicated different values to the reported values. I was also unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any further adjustments to the reported achievements for the following indicators were required;

Indicator	Target	Reported achievement	Audited achievement
Number of electricity house connections in Tlapalawa by 30 June 2017.	350	Achieved	330
New houses connected to water borne sanitation (from pit latrine to waterborne) by 30 June 2017.	700	Achieved	129
New houses with access to basic level of water by 30 June 2017.	3000	Achieved	Not completed as per contractor certificate dated 13.09.2017
New access to basic level of solid waste removal (refuse collection by members of the community) by 30 June 2017.	40 650	Achieved	3 quarter report indicated 42 464

Various indicators not measurable

34. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of the indicators listed below. This was due to lack of a documented system description that predetermine how the achievement would be measured, monitored and reported, as required by the FMPPI. I was unable to confirm the reported achievement of

these indicators by alternative means. Consequently, I was unable to determine whether any adjustments to the reported achievement were required.

Indicator	Annual target	Reported achievement
Points of use" (purification point) with excellent monthly water quality rating (99% microbiological and 95% chemical compliance- SANS 241)	100%	Achieved
Water treatment plants with excellent monthly water quality rating (97% microbiological and 95% chemical compliance – SANS 241).	100%	Achieved

Indicator: National upgrading support plan reviewed by council by 31 March 2017

35. The indicator approved in the SDBIP was "National upgrading support plan reviewed by council by 31 March 2017" however the indicator reported on in the annual performance report was "Human settlement development plan adopted by council by 31 March 2017". This is not in line with the requirements of section 41(c) of MSA.

Indicator: Average turn-around time within 30 working days for assessment of building plans

36. I was unable to obtain sufficient appropriate audit evidence for the reported achievement on the average turn-around time of 30 working days, mainly due to an incomplete and inaccurate register being submitted for audit. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any adjustment to the reported achievement was required.

Indicator: Housing beneficiaries' applications processed with the required supporting documentation

37. The reported achievement for the indicator was misstated as the evidence provided indicate that 50 housing applications were not processed as at year end whereas the reported achievement indicates that all housing applications were processed.

Indicator: Environmental management plan developed and approved by council by 30 June 2017

38. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of the environmental management plan. This was due to an approved plan and council resolution not being submitted for audit. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any adjustment to the reported achievement was required.

Indicator: Progress report submitted to municipal manager on the installation of 10MVA transformer in Oukasie

39. The indicator and related target did not relate to the realisation of the strategic objective of the municipality, as the achievement of the indicator is measured by progress reports submitted to the municipal manager on installation of transformer, instead of being measured by physical installation of 10 MVA transformer in Oukasie, as required by the FMPPI. In addition, the reported achievement of the target was misstated as the progress report submitted indicated that the transformer was delivered to the municipality however, at the site visit it was confirmed that the transformer was still with the supplier.

Indicator: Quarterly progress reports on housing units under construction submitted to the municipal manager

40. The indicator and related target did not relate to the realisation of the strategic objective of the municipality, as the achievement of the indicator is measured by reports submitted to the municipal manager on housing units under construction, instead of being measured as housing units under construction, as required by the FMPPI.

Indicator: Quarterly progress on formalisation of rural areas submitted to municipal manager

41. The indicator and related target did not relate to the realisation of the strategic objective of the municipality, as the achievement of the indicator is measured by reports submitted to the municipal manager on formalisation of rural areas, instead of being measured as rural areas formalised, as required by the FMPPI.

KPA 3: Local economic development

Various indicators not measurable

42. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of the indicators listed below. This was due to lack of a documented system description that predetermine how the achievement would be measured, monitored and reported, as required by the FMPPI. I was unable to confirm the reported achievement of these indicators by alternative means. Consequently, I was unable to determine whether any adjustments to the reported achievements were required.

Indicators	Annual target	Reported achievement
Beneficiary programs implemented to empower women per quarter by the 30 June 2017	4	Not achieved
Beneficiary programs implemented to empower youth per quarter by the 30 June 2017	4	Not achieved
Beneficiary programs implemented to empower people with disability per quarter by the 30 June 2017	4	Not achieved

Indicator: Jobs created through municipality's LED initiatives including capital projects on monthly basis by 30 June 2017

43. The target approved in the service delivery and budget implementation plan was 1500 jobs created, whilst the target reported was 500 jobs created. This is not in line with the requirements of section 41(c) of the MSA. Furthermore, I was unable to obtain sufficient appropriate audit evidence for the reported achievement on jobs created. This was due to limitations placed on the scope of my work. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any adjustment to the reported achievement was required.

Indicator: Poverty alleviation identified projects and programs implemented by 31 March 2017

44. I was unable to obtain sufficient appropriate audit evidence to validate the existence of systems and processes that enable reliable reporting of actual service delivery against the indicator, as required by the FMPPI. This was due to lack of a proper system that produce the reported performance information. Furthermore, I was unable to obtain sufficient appropriate audit evidence for the reported achievement of target of poverty alleviation projects implemented. This was due to limitations placed on the scope of my work. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any adjustment to the reported achievement was required.

Other matters

45. I draw attention to the matter below.

Achievement of planned targets

46. Refer to the annual performance report on pages xx to xx for information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraphs 32 to 44 of this report.

Report on audit of compliance with legislation

Introduction and scope

47. In accordance with the PAA and the general notice issued in terms thereof I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

48. The material findings in respect of the compliance criteria for the applicable subject matters are as follows:

Annual financial statements and annual report

49. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements identified by the auditors in the submitted financial statements were subsequently corrected, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving a disclaimer audit opinion.
50. The annual performance report for the year under review did not include the performance of the external service provider responsible for waste collection and management as required by section 46(1)(a) of MSA.

Strategic planning and performance management

51. The performance management system and related controls were inadequate as it did not describe and represent the processes of performance measurement, review, reporting, improvement processes and how it is conducted, organised and managed, as required by section 38 of the MSA and regulation 7 of the Municipal planning and performance management regulations.

Procurement and contract management

52. The performance of some contractors or providers was not monitored on a monthly basis, as required by section 116(2)(b) of the MFMA. Similar non-compliance was also reported in the prior year.
53. The contract performance and monitoring measures and methods were insufficient to ensure effective contract management, in contravention of section 116(2)(c) of the MFMA. Similar non-compliance was also reported in the prior year.
54. Awards were made to service providers who were in the service of the municipality, in contravention of section 112(j) of the MFMA and SCM regulation 44. Furthermore these service providers failed to declare that he / she was in the service of the municipality, as required by SCM regulation 13(c).
55. Awards were made to providers who were in the service of other state institutions or whose directors / principal shareholders were in the service of other state institutions, in contravention of section 112(j) of the MFMA and SCM regulation 44.
56. Some contracts were extended or modified without the approval of a properly delegated official, in contravention of SCM regulation 5.
57. Quotations were accepted and contracts were awarded to bidders who did not submit a declaration on whether they are employed by the state or connected to any person employed by the state, as required by SCM regulation 13(c). Similar non-compliance was also reported in the prior year.
58. Quotations were accepted from providers who were not on the list of accredited prospective providers and did not meet the listing requirements prescribed by paragraph 14 of the municipal SCM policy, in contravention of SCM regulations 16(b) and 17(b).
59. Some of the goods and services with a transaction value below R200 000 were procured without obtaining the required number of price quotations as per SCM regulations 17(a) and (c).
60. Some of the invitations for competitive bidding were not advertised for a required minimum period of days, in contravention of SCM regulations 22(1) and (2). Similar non-compliance was also reported in the prior year.
61. Sufficient appropriate audit evidence could not be obtained that bid specifications were unbiased and allowed all potential suppliers to offer their goods or services, as required by SCM regulation 27(2)(a). Similar non-compliance was also reported in the prior year.
62. Sufficient appropriate audit evidence could not be obtained that awards were made to bidders based on points given for criteria that were stipulated in the original invitation for bidding and quotations, in contravention of SCM regulations 21(b) and 28(1)(a) and the Preferential Procurement Regulations. Similar non-compliance was also reported in the prior year.
63. Some of the goods and services with a transaction value above R200 000 were procured without inviting competitive bids as required by SCM regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM regulation 36(1). Similar non-compliance was also reported in the prior year.
64. Sufficient appropriate audit evidence that measures to combat the abuse of the SCM system were implemented as per the requirements of SCM regulation 38(1) could not be obtained. These measures were required because some of the contracts were awarded to providers who during the last five years, failed to perform satisfactorily on a previous contract with the municipality.
65. Quotations were accepted from bidders whose tax matters had not been declared to be in order by the South African Revenue Service, in contravention of SCM regulation 43.
66. Persons in the service of the municipality who, themselves or their close family members had a private or business interest in contracts awarded by the municipality, failed to disclose such interest in contravention of SCM regulation 46(2)(e). Similar non-compliance was reported in the previous year and the municipality did not take disciplinary action against the officials involved.
67. The preference point system was not always applied in the procurement of goods and services above R30 000 as required by section 2(1)(a) of the Preferential Procurement Policy Framework Act, Act No 5 of 2000 (PPPFA). Similar non-compliance was also reported in the prior year.
68. Some awards to bidders were based on preference points that were not calculated in accordance with the requirements of the PPPFA and its regulations. Similar non-compliance was also reported in the prior year.
69. Sufficient appropriate audit evidence could not be obtained that awards were made to bidders that scored the highest points in the evaluation process as required by section 2(1)(f) of the PPPFA. Similar non-compliance was also reported in the prior year.
70. Some of the construction contracts were awarded to contractors that did not qualify for the contract in accordance with section 18(1) of the Construction Industry Development Board Act, No. 38 of 2000 (CIDB) and CIDB regulations 17 and 25(7A).

Budget

71. Reasonable steps were not taken to prevent unauthorised expenditure as required by section 62(1)(d) of the MFMA. The expenditure disclosed does not reflect the full extent of the unauthorised expenditure incurred as indicated in the basis for qualification paragraph.

Human resource management

72. Appropriate systems and procedures to monitor, measure and evaluate performance of staff were not developed and adopted as required by section 67(1)(d) of the MSA.

73. Sufficient appropriate audit evidence could not be obtained that the municipal manager and other senior managers signed performance agreements within the prescribed period, as required by section 57(2)(a) of the MSA.

Asset management

74. Investments were made in listed shares, in contravention of regulation 6 of the Municipal Investment Regulations.

Expenditure management

75. Payments were made from the municipality's bank account without the approval of the accounting officer, the chief financial officer or a properly authorised official, as required by section 11(1) of the MFMA.

76. Effective steps were not taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA. The full extent of the irregular expenditure could not be quantified as indicated in the basis for qualification paragraph. The majority of the disclosed irregular expenditure was caused by the municipality not following a competitive bidding processes

77. Effective steps were not taken to prevent fruitless and wasteful expenditure of R6 667 961, as disclosed in note 49 to the financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by interest payable on long outstanding accounts payables.

78. An effective system of expenditure control, including procedures for the payment of funds, was not in place, as required by section 65(2)(a) of the MFMA.

79. An adequate management, accounting and information system was not in place which recognised expenditure when it was incurred, as required by section 65(2)(b) of the MFMA.

80. Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA.

Revenue management

81. Sufficient appropriate audit evidence could not be obtained that revenue due to the municipality was calculated on a monthly basis, as required by section 64(2)(b) of the MFMA.

82. Sufficient appropriate audit evidence could not be obtained that accounts for municipal tax and charges for municipal services were prepared on a monthly basis, as required by section 64(2)(c) of the MFMA.

83. An adequate management, accounting and information system which accounts for revenue, debtors and receipts of revenue was not in place, as required by section 64(2)(e) of the MFMA.

84. An effective system of internal control for debtors and revenue was not in place, as required by section 64(2)(f) of the MFMA.

Consequence management

85. Unauthorised, irregular and fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(a) and (b) of the MFMA.

Conditional grants

86. Sufficient appropriate evidence could not be obtained that the municipality evaluated its performance in respect of programmes funded by the Municipal Infrastructure Grant, as required by section 12(5) of the DoRA.

87. Sufficient appropriate evidence could not be obtained that the Municipal Infrastructure Grant was spent in accordance with the applicable grant framework, in contravention of section 17(1) of the DoRA.

Other information

88. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report

thereon and those selected objectives presented in the annual performance report that have been specifically reported on in the auditor's report.

89. My opinion and findings do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.

90. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objectives presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

91. I did not receive the other information prior to the date of the auditor's report. When I do receive this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to re-issue my auditor's report amended as appropriate.

Internal control deficiencies

92. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective

was not to express any form of assurance thereon. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for disclaimer of opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.

- Leadership did not enforce an ethical business culture and exercise adequate oversight responsibility regarding performance reporting, compliance and related internal controls monitoring, as well as implementation of the approved policies and procedures. An IT governance framework that supports and enables the business, delivers value and improves performance was also not implemented as recommended.
- Management did not implement effective monitoring controls over proper record keeping, reconciliation of transactions and accurate processing of transactions that support reported financial information and performance on predetermined objectives. Furthermore, action plan to address prior year audit findings was not adequately implemented and monitored, as numerous instances of repeat audit findings were reported. There are no proper systems and controls in place to prevent and detect non-compliance with legislations.
- Although the audit committee and internal audit fulfilled some of its functions, its recommendations to address the internal control deficiencies and non-compliances were not implemented by management resulting in the internal control environment remaining ineffective.

Other reports

93. I draw attention to the following engagement conducted by various parties that had, or could have, an impact on the matters reported in the municipality's financial statements, reported performance information, compliance with applicable legislation and other related matters. This report did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

Investigation

94. An investigation by the Hawks into fraud allegations was still on-going at the reporting date.

Auditor-General.

Rustenburg

5 December 2017



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

STRATEGY PHASE

KPA 2 : GOOD GOVERNANCE

INTEGRATED DEVELOPMENT PLANNING PUBLIC PARTICIPATION

IDP & Budget Process

The requirements of Sections 25(1) and 28(1) of the Municipal Systems Act, 32 of 2000, as set out below, guide municipalities in terms of formulating IDP's:

- Section 25(1) that *"Each municipal council must, within a prescribed period after the start of its elected term, adopt a single and inclusive strategic development plan for the development of the municipality"*; and
- Section 28(1) states further that *"each municipal council must, within a prescribed period after the start of its elected term, adopt a process that set out in writing to guide the planning, drafting, adoption and review of its integrated plan."*

Background

The 5 Year IDP (2017/21), being the 4th generation of the Municipal IDPs, was adopted by Council on 26 May 2017 as per resolution A.0157. The 2018/19 IDP Review is, therefore, the first review of four - with the adoption of the last review in May 2021.

The definition of the "Review" in terms of the Municipal System Act and Regulations, 2000, means a process whereby the IDP is assessed / evaluated in terms of municipality's performance as well as changed circumstances that impact on the priority issues, objectives, strategies, projects and programmes of IDP.

IDP & Budget Process Plan

The IDP and Budget Process Plan for the 2018/19 IDP Review was adopted by Council on 29 August 2017 as per resolution A.0219.

Purpose of the IDP Public Participation Process

This Process Plan, amongst others, requires that the municipality embarks on the process of ward level public participation to review the ward priority needs and prioritized projects as indicated in the adopted Document. Madibeng is addressing its public participation by hosting individual ward level meetings in all wards within its jurisdiction.

The Process of Ward Level Public Participation

According to the IDP and Budget Process Plan the IDP Ward Public Participation Process successfully took place during October/November 2017.

The Municipality complied to the prescribed legislative requirements, whereby 2 weeks prior notice to the commencement date of the Ward Level Public Participation Process were given to the communities and stakeholders

This was done as follows:

A Notice of the scheduled Ward Level Public Participation Meetings appeared in the local newspapers, Brits Pos on 06 October 2017. Notices, in the form of flyers, were distributed by the respective Ward Councillors and loudhailing was done by the Office of the Speaker, whilst broadcasting was done by Radio Lethlabile.

Constitution of Task Teams

Ten task teams, comprising of MMCs, Directors, Managers and other officials, were nominated to attend these meetings.

Outcome of IDP Ward Level Public Participation Process

The success rate of this exercise was 100% and the ward needs were prioritized as follows:

PRIORITIZED WARD NEEDS AND PROJECTS

WARD 1		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Rehabilitation of boreholes 1.2. Maintenance of boreholes (Plan) 1.3. Bulk Water 1.4. Water Borne Toilets 1.5. VIP Toilets	Legonyane, Sephai, Fafung, Rasai, Klipvoor, Vaalbosch, Rooival, Mmasebolana & Kwarriekraal All Areas All areas Legonyane, Fafung, Rasai, Klipvoor, Vaalbosch, Rooival & Mmasebolana As in point 1.1. above
2. Roads & Storm water	2.1. Upgrading of tarred roads 2.2. Graveling of Internal Roads 2.3. Stormwater drainage 2.4. Upgrading of bridges and culverts 2.5. Road Signs & Fencing	All areas All areas All areas Klipvoorstad, Legonyane & Sephai All areas
3.Social Services	3.1. Development of clinic 24 hrs 3.2. Maintenance of all community halls 3.3. Development of Waste Disposal 3.4. Development of community halls 3.5. Development of park	Fafung & Legonyane Sephai, Fafung, Klipvoor, Rasai, Legonyane, Vaalbosch Legonyane & Kwarriekraal Rooival, Kwarriekraal All areas
4.Electricity	4.1. Extension to other areas 4.2. Maintenance of Apollo Lights (energised) 4.3. Additional Apollo Lights 4.4. Post connection	All areas All areas All areas
5. Housing	5.1. PHP Houses 5.2. RDP houses	All areas All areas
EXCESS NEEDS		
Water & Sanitation	1.6. Water reticulation and yard connections in all areas	
6. LED	6.1. Entrepreneurial & SMME Support 6.2. Live Stock & Game Farming 6.3. Development of Borakalala National Park	

WARD 2		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Water Supply 1.2. VIP Toilets	Jericho All ward
2. Roads	2.1. Tarred Roads	Jericho to Mmupudung (13 kms) Jericho to Rashoop
3.Electricity	3.1. High Mast Lights 3.2. Extensions 3.3. Street Lights	All ward
4. Housing	4.1. Rural Housing	All ward
5. LED	5.1. Tourism 5.2. Arts & Culture 5.3. Agriculture	All ward
EXCESS NEEDS		
6. Social Services	6.1. Renovation of Preschools & Schools 6.2. Extension of Clinic 6.3. 24 hours working Clinic 6.4. Mobile Clinic twice a week	All ward Jericho Jericho Mmupudung

WARD 3		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Bulk Supply 1.2. Purification and Completion of Borehole project 1.3. Improved Water Quality 1.4. VIP Flush Toilets 1.5. Sewer System	Infrastructure where it is non-existent and extension of pipeline Madidi & Lekgema All Areas All Areas
2. Roads & Storm Water	2.1. Regravelling of roads 2.2. Construction of pedestrian bridge 2.3. Paving and storm water for internal roads 2.4. Rehabilitation of Provincial roads 2.5. Tarred roads	All Areas Madidi & Lekgema Lekgema & Madidi Madidi & Lekgema
3. Electricity	3.1. High Mast Lights 3.2. Provision of electricity 3.3. Energizing and maintenance of post connection 3.4. Electrification project 3.5. Upgrading of transformer	Lekgema B/D Lekgema & Madidi All Areas
4. Social Services	4.1. 24 Hour Clinic Service 4.2. Sports Facility 4.3. Waste Transfer Station 4.4. Skills Development Centre (ABET) 4.5. Completion of local Park	Madidi & Lekgema All Area
5. Land & Housing	5.1. Acquisition of Land for Tenants & Formalization Process 5.2. RDP Houses	Lekgema
EXCESS NEEDS		
6. LED	6.1 Car Wash Establishment 6.2. Tourism Development 6.3. Business Centre	6.4. Irrigation System for Crop Farming 6.5 Poverty Relief Programme
2. Roads & Storm Water	2.6. Speed humps – Madidi Primary School 2.7. Maintenance of roads	
4. Social Services	4.6. Women Empowerment 4.7. Park in Sections – B/K	4.8. Gymnasium 4.9. Technical High School

WARD 4		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1 Bulk Water 1.2 Sanitation & Sewerage 1.3 VIP Toilets	Maboloka
2. Roads & Storm Water	2.1. Upgrading Internal roads 2.2. Tarred roads & bus routes 2.3 Construction of bridges 2.4. Upgrading of Provincial road	
3. Social Services	3.1. Clinics & equipment & staff 3.2. Police Station 3.3. Fencing of cemetery 3.4. Disability Centre 3.5. Sports facilities & Insurance Fund for repairs of Multipurpose Centre	
4. Land & Housing	3.1. PHP and RDP 3.2. PHP funds of housing	
5. Electricity	4.1 Substation 4.2 Maintenance and additional High Mast Lights	
EXCESS NEEDS		
3. Social Services	5.6. Old age home 5.7. Library	
6. LED	6.1 SMMEs/Cooperatives 6.2 Skills Development Centre 6.3 Poverty Relief Programme 6.4. Agriculture 6.5. Cultural Village	

WARD 5		
NEEDS	PROJECTS	AREAS
1. Roads & Storm water	1.1. Upgrading of gravel & internal roads 1.2. Tarring of Internal Bus Roads	All bus and taxi roads All streets
2. Water & Sanitation	2.1. Bulk Water 2.4. Sewerage & Sanitation	Maboloka
3. Social Services	3.1. Clinic 3.2. Police Station 3.3. Multipurpose Centre 3.4. Sports Centre 3.5. Old Age Home & Orphanage	Bafokeng & Lethabong
4. Land & Housing	4.1. Low Cost Housing & RDP Houses 4.2. PHP Houses 4.3. Constructions	All Sections 1, 2, 3 & 4 Bafokeng, Lethabong & Maboloka
5. LED	5.1. Agriculture 5.2. SMME & Business Centre	Lethabong Maboloka
EXCESS NEEDS		
6. Electricity	6.1. High Mast Lights 6.2. Post connection 6.2. Street Lights 6.3. Upgrading Substation	6.1. High Mast Lights 6.2. Post connection 6.2. Street Lights 6.3. Upgrading Substation
Social Services	3.6. Fencing of cemeteries 3.7. Schools-Technical College, Middle & High - Maboloka	

WARD 6		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Water connections 1.2. Sewerage	
2. Roads & Stormwater	2.1. Construction of Tarred road from K:L to Checkers 2.2. Bridge for school children	
3. Social Services	3.1. 24h Clinic 3.2. Police Station 3.3. Multi Purpose Centre 3.4. Schools (Technical & Agricultural) 3.5. Fencing of Cemetery	Maboloka
4. Electricity	4.1 High Mast Lights 4.2. Extension at Thambo Sec 3	Maboloka
5. Housing	5.1 PHP Housing	Maboloka
EXCESS NEEDS		
Social Services	3.6. Waste Bins	

WARD 7		
NEEDS	PROJECTS	AREA
1. Land & Housing	1.1. Low Cost Housing 1.2. Affordable Houses 1.3. Acquisition of Title Deeds 1.4. RDP Houses 1.5.Distribution of Land	Majakaneng
2. Water and Sanitation	2.1. Yard Connections 2.2. Purified water	Some area in all sections
3. Roads & Stormwater	3.1 Stormwater drainage 3.2 Internal road paving and backfilling 3.3 Humps in all tar roads 3.4 Paving of Sidewalks	Majakaneng
4. Electricity	4.1. Yard connections 4.2. Indigent registrations	
5. LED	5.1 Fet College 5.2. Hawkers Stalls	6.3. Training of SMME's 6.4. Mini Industry for Manufacturing
EXCESS NEEDS		
6. Social Services	6.1. Extension of Clinic 24 hours 6.2 Police Station (Satellite)	Majakaneng

WARD 8		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Water Reticulation 1.2. Yard Connections 1.3. Rehabilitation of Boreholes 1.4. Sewage system & VIP Toilets	All areas
2. Land & Housing	2.1. Expropriation of Land 2.3. Land Tenure 2.2. RDP houses 2.4. PHP Houses	Ndlovu and Mashimong All areas
3. Electricity	3.1. Electrification 3.2. High Mast Lights 3.3. Post connections 3.4. Upgrading of Sub Station	Klipgat C All areas
4. Roads & storm water	4.1. Tarring of main roads 4.2. Stormwater Roads 4.3. Regravelling of Roads 4.4. Speed Humps 4.5. Tolaone bridge	Klipgat A & C All areas All areas Klipgat A & Klipgat C Jakkalsdams
5. Social Services	5.1. Parks and Cemetery 5.2. Mobile Clinic 5.3. Satellite Police Station 5.4. Library 5.5. Upgrading of Clinic	All areas Klipgat C Klipgat C Klipgat A Klipgat A
EXCESS NEEDS		
6. LED	6.1. Sports facilities 6.2. Youth projects 6.3. Poverty alleviation projects	6.4. Job creation 6.5. Tourism and Agricultural projects

WARD 9		
NEEDS	PROJECTS	AREAS
1. Roads and Stormwater	1.1. Paving of internal Roads and Side Kerbs 1.2. Expansion of Road 1.3. Speed humps	Block B, C, and part of Block H Lethlabile to Brits Between Lethlabile and Maboloka
2. Electricity	2.1. Extension of House Connections 2.2. Additional 8 High Mast Lights 2.3. Upgrading of Sub-Station	Block B, C and H Block B, C and H Lethlabile Block C
3. Water & Sanitation	3.1. Water Purification Plant 3.2. Boreholes 3.3. Water pipe supply 3.4. VIP Toilets	Block B, C Block H Block B, C Block B, C, and part of Block H
4. Social Services	4.1. Clinic 24/7 4.2. Primary School 4.3. High School 4.4. Multi-Purpose Community & Crisis Centre 4.5. Sports Facility	Block B, C, and part of Block H Block H Between Blocks B and C Block C
5. Land & Housing	5.1. 5000 RDP Houses 5.2. Affordable Houses 5.3. 2500 vacant stands 5.4. Formalization	Block B, C, and part of Block H Next to the mall
EXCESS NEEDS		
Social Services	4.6. Rehab/crisis and development centre 4.7. Parks 4.8. Technical College 4.9. Police Station/Mobile	
6. LED	Gardening Car wash	

WARD 10		
NEEDS	PROJECTS	AREAS
1. Water	1.1. House Connections	All Areas
2. Electricity	2.1. House Connections 2.2. Apollo Lights and Energizing	All Areas
3. Roads and stormwater	3.1. Stormwater 3.2. Speed humps 3.3. Bridge	Kgabalatsane Clinic Kgabalatsdane Clinic Rd & all dangerous areas to be identified by Ward Councillor Greenside and Kgabalatsane Rd
4. Housing	4.1. RDP & PHP Housing 4.2. Formalization of Rural Areas	All Areas
5. Social Services	5.1. 24 hour clinic 5.2. Primary School 5.3. Recreation Park 5.4. Scholar Patrol 5.5. Library	All Areas
EXCESS NEEDS		
Social Services	5.6. Sport Centre facilities	

WARD 11		
NEEDS	PROJECTS	AREAS
1. Roads and Stormwater	1.1. Access Roads 1.2. Tarring of Internal Roads 1.3. Internal Roads Stormwater 1.4. Speed Humps 1.5. Street Names	Block I Block G, I B Ext. 1 & 2 Block G, I B Ext. 1 & 2 Block B, Ext. 1 & 2, Block G, I and Zone 16 Block B, Ext. 1 & 2, Block G, I and Zone 16
2. Social Services	2.1. Clinic 24/7 2.2. Primary School 2.3. Technical and Vocational Education and Training Crisis Centre 2.4. Multi Purpose and Crisis Centre 2.5. Upgrading of Sports Centre adding swimming Facilities	Block G
3. Electricity	3.1. Extension of house connections 3.2. Additional High Mast Lights 3.3. Upgrading of substation 3.4. House connections 3.5. Solar Geysers	Blocks G and I Block G Block G Zone 16 and Block B Ext 2 All sections
4. Land and Housing	4.1. Low Cost Housing 4.2. Affordable Houses 4.3. RDP Houses 4.4. Development of sites and vacant stands	Next to Lethlabile Mall, Block B Ext 1 and 2
5. LED	5.1. Game Reserve 5.2. Agriculture site 5.3. Flea Market 5.4. Tourism (Art Culture) 5.5. Museum	
EXCESS NEEDS		
1. Roads & Stormwater	1.1. Expansion of Provincial Road 1.2. Sidewalks Paving – Block B Ext 1 and 2, Zone 16 and Busi's Creche	
2. Social Services	2.6. Police Station 2.7. Community Parks	
5. LED	5.6. Carwash	
6. Water & Sanitation	6.1. Main pipe from Brits to Letlhabile	

WARD 12		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Low Cost & PHP Housing 1.2. Development of New Sites	All sections
2. Water	2.1. Bulk Water 2.2. Replacement of Water meters	All sections All sections
3. Roads & Storm water	3.1 Storm water Drainage 3.2 Upgrading of Internal Roads 3.3 Speed Humps 3.4. Side Walk Paving 3.5 Expansion of Provincial Road	All sections All sections All sections All sections From Lethlabile to Brits
4. Electricity	4.1 House Connections 4.2 Additional Apollo Lights 4.3 Solar Geyser	All sections Block F All sections
5. Social & Services	5.1 Community Parks 5.2 Sports Field 5.3 Multi Purpose Centre 5.4 FET College 5.5 Police Station	Zone 4, 7, 8, Block F Block F Zone 15 Zone 15 Zone 15
EXCESS NEEDS		
5. Social & Services	5.6. Court 5.7. Orphanage	Zone 15 Block F
6. LED	6.1 Skills Development 6.2 Agriculture 6.3. Tourism – (Art & Culture, B&B) 6.4. Flea Market	Zone 15, Block F Zone 15 Zone 15 Zone 15

WARD 13		
NEEDS	PROJECTS	AREAS
1. Land and Housing	1.1. RDP Houses 1.2. Acquisition of land for Community, churches and businesses 1.3. Allocation of empty stands 1.4. Formalization of Informal Settlement	Oukasie
2. Social Services	2.1. 24hrs Clinic 2.2 Upgrading of Cemetery 2.3. High School 2.4. Sports Facility 2.5. Old Age and Disability Home	Vuka
3. Roads & Storm water	3.1. Tarring/Paving of internal roads 3.2. Speed humps	At Internal Road for Phase 2
4. LED	4.1. Agriculture 4.2. Heritage Site 4.3. Youth Employment to maintain storm water drainage 4.4. Market	Oukasie
5. Electricity	5.1. Expansion of Power Station 5.2. High Mast Lights 5.3. Service point	
EXCESS NEEDS		
Social Services	2.6. Satellite Police Station 2.7. Multipurpose Centre 2.8. Closing of Canal	
6. Water and Sanitation	6.1. Upgrading of water Infrastructure 6.2. Upgrading of sewer Infrastructure	

WARD 14		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Formalization of Informal Settlements 1.2. Acquisition of Land for Housing 1.3. RDP Houses	All Farm areas, Oukasie Ext. 5, Mosholozhi, Rashoop & Wonderpark
2. Electricity	2.1. Farm Reticulation programme 2.2. Apollo Lights 2.3. House connections 2.4. Household electrification	Mosholozhi, Rashoop and Wonderpark
3. Roads & Stormwater	3.1. Stormwater drainage 3.2. Internal Roads & Streets Paved	Oukasie Ext. 5, Mosholozhi, Rashoop & Wonderpark
4. Water & Sanitation	4.1. Construction of VIP Toilets 4.2. Sewer connection 4.3. House connection 4.4. Water reticulation	Mosholozhi, Rashoop, Ext. 5, Informal
5. Social Services	5.6. Multipurpose centre 5.7. Satellite Police Station 5.8. Library	
EXCESS NEEDS		
6. LED	6.1. Agricultural land and farming 6.2. Tourism site	6.3. Skills development & Transfer 6.4. Chicken poultry

WARD 15		
NEEDS	PROJECTS	AREAS
1. Roads & Storm Water	1.1. Paved Roads 1.2. Storm water drainage	All Areas
2. Electricity	2.1. High Mast Lights 2.2. House Connections 2.3. Reconnection/maintenance of lights 2.4. New Street lights	3 Extra – Rolling Stars Groud, Itsoseng Phase 1 & Moagi Ext. 5 High Mast Lights for maintenance
3. Social Services	3.1. Clinic 3.2. Library 3.3. Park	New Stand & Phase 1 and Phase 2
4. Water & Sanitation	4.1. Household Connections 4.2. Sewage Systems	Phase 1 and Phase 2, Moagi Ralegotlo Section
5. Land & Housing	5.1. Formalization of Rural Areas 5.2. PHP Housing	All Areas
EXCESS NEEDS		
6. LED	6.1. Skills Development Centre 6.2. Business Empowerments	

WARD 16		
NEEDS	PROJECTS	AREAS
1. Roads & Storm Water	1.1. Speed Humps 1.2. Tarred Internal Roads 1.3. Tarred Road 1.4. Storm Water Drainage	Itsoseng Itsoseng High School; Molefe Road to Phase 4 internal Bridge to Phase 5, Cemetery Road 10 km Bus Route in Itsoseng
2. Land & Housing	2.1. Title Deeds 2.2. PHP Houses 2.3. Street Names and House No's.	Itsoseng and Hebron (Roma Section) Itsoseng and Hebron (Roma Section) Itsoseng
3. Water & Sanitation	3.1. Yard Connection 3.2. Sewerage 3.3. Water Pay Point 3.4. Zoning of water network – other wards	For all households Itsoseng and Hebron (Roma Section) Itsoseng and Hebron (Roma Section) Itsoseng and Hebron (Roma Section)
4. Electricity	4.1. House Connections 4.2. High Mast Lights 4.3. Street Lights 4.4. Upgrading of Electricity	Phases 2 Ext, Phase 3 Ext, Phase 3 Morula, Phase 5 Ext P/2 Lekalaka, P2 Crech, Hlabirwastore, MD Stores, Roman, Phases Ext, Chico Phase 3, Phase 3 Mountain, Phase 3 Ext. Mountain – Erasmus & Itsoseng, 1xRoma, 1xSophie, Matshipisane Store, Itsoseng
5. Social Services	5.1. Health Centre (Clinic) 5.2. Multi-Purpose Centre 5.3. Cemetery 5.4. Library 5.5. Sport Grounds	Dineo Crèche / Community Hall at Itsoseng Itsoseng Community Hall Itsoseng Itsoseng Community Hall Phase 4 and Phase 3 Ext
EXCESS NEEDS		
Social Services	5.6. Police Station	
6. LED	6.1. EPWP/CWP 6.2. SMME's	6.3. Complex / Mall

WARD 17		
NEEDS	PROJECTS	AREA
1. Roads & Storm water	1.1. Storm water Drainage 1.2. Tarring of main roads 1.3. Gravelling of access roads 1.4. Speed humps	All areas with tarred roads in Mapetla, Ramogodi, Polonia, Mangopeng, Newtown Ramogodi, Polonia Mapetla, Ramogodi, Polonia, Mangopeng, Newtown
2. Land and Housing	2.1. RDP Houses 2.2. PHP Houses 2.3. Formalization of Rural Areas	Mapetla, Ramogodi, Polonia, Mangopeng, Newtown
3. Electricity	3.1. High Mast Lights x10 3.2. House Connections 3.3. Street Lights 3.4. Solar geyser and solar high mast light	
4. Water & Sanitation	4.1. Rewervoir 4.2. Sewage system	All outstanding areas in Mapetla, Ramogodi, Polonia, Mangopeng,
5. Social Services	5.1. Multipurpose centre 5.2. Mobile Clinic 5.3. Sports facilities 5.4. Disability Centre 5.5. Middle & High Schools	Ramogodi Mapetla, Polonia, Newtown(Blue Birds) Ramogodi Ramogodi & Mapetla
EXCESS NEEDS		
6. LED	6.1 Nursery 6.2 Car wash	6.3 Pig Farming & Poultry

WARD 18		
WARD	PROJECTS	AREA
1. Water & Sanitation	1.1. Clean Purified tap water 1.2. Maintenance of existing Boreholes 1.3. Meter installations in all Areas 1.4. Bulk Water Supply 1.5. Sewage system	Mmakau, Mangopeng, Selosesha, New Town, Mashiapere, Thlopane, Block 7, Ramalong, Naledi Futha, Roma and Ninive
2. Roads & Storm water	2.1. Paving of all acces roads 2.2. Regravelling of internal roads 2.3. Gravelling of access roads 2.4. Speed humps	All Areas
3. Land and Housing	3.1. RDP Houses 1000 3.2. PHP Houses 3.3. Formalization of Areas	Mmakau, Mangopeng, Selosesha, New Town, Mashiapere, Thlopane, Block 7, All areas
4. Electricity	4.1. Yard Connections 4.2. High Mast Lights	Ramolapong and Skietfontein All areas
5. Social Services	5.1 Clinic 24 hours 5.2. Upgrade of all sports grounds 5.3. Library 5.4. Skills Centre 5.5. Maintenance of recreational facilities	All sections All areas
EXCESS NEEDS		
Social Services	5.6. Disability Centre	
6. LED	6.1 Skills Development 6.2 Industrial Park	6.3.Car Wash 6.4 Industrial area for skills

WARD 19		
NEEDS	PROJECT	AREAS
1. Road and Storm water	1.1. Access Roads 1.2. Roads and Storm	Tshwara, Springs, Channelview, Blackrock, Mathathaneng, Mourmong, Dekroon, Moagi and Newtown
2. Electricity	2.1. High mass light 2.2. Electric connection to Houses	All areas Moagi section (next to Motlhake Primary school area)
3. Water and sanitation	3.1 Sewage system 3.2 Toilets	All areas
4. Land and Housing	4.1 RDP Houses 4.2 Formalization of Rural Area	All areas
5. Social Services	5.1 Clinic 5.2 Police Station 5.3 Ambulance and Fire Vehicle 7.1 Waste Removal	All areas
EXCESS NEEDS		
6. LED	6.1 Industrial Park (Job Funds)	All areas

WARD 20		
NEEDS	PROJECTS	AREAS
1. Roads & Storm Water	1.1. Regravelling of Internal Roads 1.2. Proper storm water drainage water network 1.3. Tarring or paving main internal roads 1.4. Resealing of Provincial Road D2284 1.5. Street names	Mothotlung, Section (A) Mothotlung, Section (A) Mothotlung, Mothotlung – Garankuwa Mothotlung
2. Electricity	2.1. Additional high mast light 2.2. Solar geysers. 2.3. Upliftment of crossing electric cables network. 2.4. Electric network up-grading.	Mothotlung Section (A) Mothotlung Section (A) Section (A) Mothotlung, Section (A) Mothotlung,
3. Social Services	3.1. Cement palisade fence at cemetery. 3.2. Paving of internal roads at cemeteries. 3.3. Police Station 3.4. Old Age Home 3.5. Sports Grounds	
4. Land & Housing	4.1. Land 4.2. Title Deeds 4.3. Stands for middle class – with service 4.4. RDP stands properly serviced into infrastructure (2500) RDP Houses	Mothotlung
5. Water & Sanitation	5.1. Additional Reservoir. 5.2. New water & sanitation network 5.3. Water installation pipe line to cemetery 5.4. Cement portable toilets at cemetery	Mothotlung
EXCESS NEEDS		
3. Social Services	3.6. Parks 3.7. Fencing of Old Cemetery 3.8. Security in Cemetery	
6. LED	6.1. Multi Purpose Centre. 6.2. Train Transport mode to Brits. 6.3. Train Station 6.4. Petrol Gas Station	

WARD 21		
NEEDS	PROJECTS	AREAS
1. Roads & Stormwater	1.1. Regravelling of Internal Roads 1.2. Paving main Internal Roads 1.3. Proper Stormwater drainage network 1.4. Stop Sign	Mothotlung Ext. 1 & 2 Damonville
2. Land & Housing	2.1 Land 2.2. RDP Houses 2.3. Title Deeds 2.4. PHP Houses 2.5. Land Transfer	Mothotlung Ext. 1 & 2 Damonville and Mothotlung Ext. 1 & 2 Damonville and Mothotlung Ext. 1 & 2, Damonville Damonville and Mothotlung Ext. 1 & 2,
3. Electricity	3.1. Additional High Mast Light 3.2. Yard Connections 3.3. Street light maintenance 3.4. Replace underground cable with overhead line 3.5. Solar Geysers	Mothotlung Ext. 1 & 2 Damonville Damonville X2 Damonville Mothotlung Ext. 1 & 2
4. Water & Sanitation	4.1. Upgrading of Sewerage 4.2. Refurbishment of leaking reservoir	Damonville Damonville
5. Social Services	5.1. Taxi Rank 5.2. Upgrading of Library 5.3. Schools High & Primary 5.4. Clinic 5.5. CCTV Camera	Damonville Damonville Mothotlung Ext. 1 & 2 Mothotlung Ext. 1 & 2 Mothotlung Ext. 1 & 2
EXCESS NEEDS		
6. LED	6.1. Youth Skills Development Centre 6.2. Hawkers Facilities 6.3. Agricultural Development	6.4. Tourism Business Development 6.5. Business Complex 6.6. Transfer Station
Land & Housing	2.7. Formalizing of Informal Settlements - Damonville	
Electricity	3.6. Electric Network Upgrading - Mothotlung Ext. 1 & 2	

WARD 22		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1 Provide housing 1.2 Acquisition of Land for Business sites & Housing 1.3 Affordable housing (near Elandsrand)	Corri Sanders, Siatlala, Green side Corri Sanders, Siatlala, Green side
2. Roads & Storm water	2.1 Paving of internal roads 2.2 Construction of all access roads 2.3.Speed humps / rumble sticks 2.4 Upgrading of existing roads (including speed humps & side walks) 2.5. Re-gravelling of internal roads where there are no tarred roads	All internal roads that are not tarred Old Oukasie – All roads Robot cnr Van Deventer & Gert Scheepers and between Siatlala and Corrie Sanders Oukasie and Blinkblaar Street in Bodenstein Park Green side all internal roads, Phase 2 & 3
3. Electricity	3.1. High mast lights 3.2. Replacement of corroded electricity Poles 3.3. Replacement of tattered electric boxes in streets	Robot cnr Van Deventer & Gert Scheepers Street, Brits, Green side, Corri Sanders, Phase 3 and Soccer field Blinkblaar Street, Bodenstein Park Bodenstein Park Brits
4. Water & Sanitation	4.1. Rehabilitation of Existing Sewage System 4.2 Yard connections 4.3 Water Tanks x 3 4.4 Sewage pumps 4.5 Mobile toilets additional	Oukasie Original: G-Side, North Camp and Masenkeng Masepala Phase 3 / Block 5 Brits Corri Sanders
5.Social Services	5.1 Emergency services 5.2 Day care centres 5.3 Library 5.4 Youth dev centre 5.5 Development of Sporting Facilities	Next to Library Botlhabelo High School, Block I Primary school, block 1
EXCESS NEEDS		
6.LED	6.1 Agricultural Projects 6.2 Cultural Village 6.3 Poultry Farming	Identified municipal farm next to Oukasie Next to Botlhabelo High school Identified municipal farm next to Oukasie
2. Roads & Storm water	2.6 Storm Water Drainage & Manholes 2.7 Expansion of Road 2.8 Upgrade of Road & Bridge	Old Oukasie Brits to Letlhabile Fruit & Veg till after bridge
5. Social Services	5.6. Complete closure of canal 5.7. Erection of cameras on all outgoing roads 5.8. Traffic control after 17:00 (Traffic signs) 5.9. Fencing of Danie Street at cul de sac 5.10. Formalization of Hawkers 5.11. Clinic	Green side, Phase 2 & 3 Danie Street, Brits Phase 2 & 3

WARD 23		
NEEDS	PROJECTS	AREAS
1. LED	1.1. Formalization, upgrading & refurbishment of hawkers 1.2. Upgrading of Behrens & Pretoria Taxi Rank 1.3. Small Town Regeration	Tom Street & Behrens Street (Koöperasie) Brits CBD and entrance to town
2. Roads & Storm water	2.1. Roads 2.2. Speed humps	Kretchmar, Crocodile & Park Streets
3. Social Services	3.1. Upgrade of Brits Town Hall 3.2. Upgrade of Primindia Town Hall 3.3. Upgrade of palisade fence – Bergenhof Flats 3.4. Centre for Homeless People	

WARD 24		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Yard Connections 1.2. Sewer System 1.3. Stand Pipes 1.4. Boreholes	Klipgat B & C Klipgat A & B Hillside, Ikageng 2010, Sofasonke All Sections
2. Roads & Storm water	2.1. Storm water drainage 2.2. Bus Route Mashamplani near SAPS to Phasha 2.3. Construction of a bridges 2.4. Tarring/Reseal of Sofasonke Bus Route	Entire Ward, Klipgat B & C, Sofasonke, Tophasha Klipgat B & C Ikaneng, Sofasonke, Ndlovu Sofasonke
3. Land & Housing	3.1. Acquisition of Land for Tenants & Formalisation Process 3.2. RDP Houses 3.3. Rural Subsidy Houses 3.4. Industrial Site	Phasha, Ikageng, Ndlovu All Areas All Areas Klipgat B
4. Electricity	4.1. Yard Connections	Phasha, Ikageng 2010, Sofasonke & Mashamplame and Ndlovu
5. Social Services	5.1. Clinic 5.2. Building of Fire Station 5.3. Multi-Purpose Centre with Library 5.4. Taxi Rank 5.5. Park	Klipgat B & C Klipgat B Klipgat C Klipgat A, B & C
EXCESS NEEDS		
5. Social Services	5.6. Park	
6. LED	6.1. Agriculture 6.2. Youth Projects 6.5. Car Wash	6.3. Poverty Alleviation Programme 6.4. Skills Development

WARD 25		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Low Cost & Economic Houses (RDP & PHP) 1.2. Acquisition of Title Deeds 1.3. Acquisition of Land for Housing/ Industrial 1.4. Site & Graveyard 1.5. Upgrading of cemeteries	All Areas
2. Roads & Storm water	2.1. Upgrading of storm water drainages 2.2. Tarring of Main Roads & bus route 2.3. Speed humps & road signs	
3. Electricity	3.1. Installation of household electrification 3.2. Upgrading & Construction of Sub Stations 3.3. High Mast Lights x 36 3.4. Street lights	Legalaopeng, Bokfontein Bapong Legalaopeng, Bokfontein, Newtown,
4. Water & Sanitation	4.1. Yard Connections 4.2. Water Reticulation 4.3. Construction of Water Borne Toilets 4.4. Borehole with tanks	Legalaopeng, Newtown Legalaopeng, Newtown Legalaopeng, Bokfontein Legalaopeng
5. Social Services	5.1. Construction of Clinic 5.2. Satellite Police Station 5.3. Pensioners Pay Point	
EXCESS NEEDS		
6. LED	6.1. Job Creation 6.2. Skills Development 6.3. Agricultural Projects	6.4. Detergent Project (soap) 6.5. Skills Development Centre

WARD 26		
NEEDS	PROJECTS	AREAS
1. Roads & Storm Water	1.1. Paving of Internal Roads 1.2. Storm Water Drainage 1.3. Patching of Potholes 1.4. Repair of Road	Wonderkop and Ext 2 Segwaelane to Wonderkop Primary School
2. Land & Housing	2.1. Acquisition of Land 2.2. RDP Houses 2.3. Land for Churches	Wonderkop and Ext 2
3. Electricity	3.1. Energizing of Apollo Lights 3.2. Expansion of Sub-Station	Wonderkop and Ext 2
4. Water & Sanitation	4.1. Sewerage System (Lonmin approached the community and said they can utilize their system)	Wonderkop and Ext. 2
5. LED	5.1. Skills Development and Training 5.2. Brick Making Project	Wonderkop and Ext 2
EXCESS NEEDS		
6. Social Services	6.1. 24 hr Clinic 6.2. Taxi rank not completed 6.3. Security in Wonderkop School (Rakgatla)	6.4. Fencing of cemetery 6.5. Library 6.6. Police Station

WARD 27		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Speeding up development process 1.2. Formalization	Portion 34 Bokamoso Bokamoso
2. Water & Sanitation	6.1. Water Borne Toilets 6.2. Water Yard Connections	Bokamoso, Loekeng
3. Electricity	3.1. High Mast Lights 3.2. Street Lights	Extension 13 Mooinooi, Bokamoso, Loekeng
4. Roads & Stormwater	4.1. Paving of internal roads & side walks 4.2. Sealing of potholes	Bokamoso, Loekeng Mooinooi
5. Social Services	5.1 Cemetery 5.2. Clinic	All Areas
EXCESS NEEDS		
6. LED	6.1. Skills Development Centre 6.2 Agricultural Projects	

WARD 28		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Toilets at Cemeteries 1.2. Water Connections 1.3. Toilets at Taxi Rank	All Areas
2. LED	2.1. Skills Development 2.2. Cattle Camp 2.3. SMME's 2.4. Agriculture	
3. Roads & Stormwater	3.1. Tarring of Bus Road 3.2. Paving of Internal Roads 3.3. Speed Humps and Road Signs 3.4. Backfilling of Internal Roads 3.5. Bridge and culvertd	Bapong and Sjandav All roads
4. Electricity	4.1. High Mast Lights 4.2. House Connections	All Areas Bapong
5. Land & Housing	5.1. Land Acquisition 5.2. Housing Formalization 5.3. RDP Houses	All Areas
EXCESS NEEDS		
6. Social Services	6.1. Police Station 6.2. 24 hrs Clinic 6.3 Multipurpose Centre	Bapong

WARD 29		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1 Acquisition and Development of Land 1.2. PHP Houses 1.3. RDP Houses	All Areas Poland (CPA) Shamburg, Orange Farm & Sangiro
2. Water & Sanitation	2.1. Boreholes with tanks (Magalies Water to provide) 2.2. Upgrade of current water pipes 2.3. Water Tankers 2.4. Bulk Pipeline	All Areas All Areas All Informal settlements
3. Electricity	3.1. Electricity Installation 3.2. Upgrading of current infrastructure 3.3. Apollo Lights	Sangiro and Orange Farm All Areas Shamberg & Poland
4. Social Services	4.1. 24h Clinic 4.2. Multipurpose & Skills Development Centre 4.3. Waste Transfer Station 4.4. Waste Removal (Provision of rubbish bins and weekly waste removal)	All Areas All Areas All Areas All Areas
5. LED	5.1. Job Creation (Business empowerment, small business establishment) 5.2. Skill Development (Training on Tourism)	All Areas
EXCESS NEEDS		
6. Roads & Storm water	6.1. Upgrade of road 6.2. Speed humps 6.3. Regravelling of road 6.4. Tarred road	Kommandonek, Kosmos & Poland All areas Shamburg, Sangiro, Hartbeeshoek & Skeerpoort, Skeerpoort to Broederstroom, Kosmos

WARD 30		
NEEDS	PROJECTS	AREAS
1. Roads & Storm water	1.1. Upgrading/Tarring /Sealing of all roads 1.2. Pavement of pathways for pedestrians 1.3. Speed humps on R514 1.4. Upgrade and construction of curbing, storm water drainage system and litter traps 1.5. Tarring of road	Whole Ward Refentse & Ten Rooms R511 – Ifafi, Melodie and Meerhof Meerhof/Ifafi Rd
2. Water & Sanitation	2.1. Upgrading of water pipes 2.2. Upgrading of sanitation pipes 2.3. Fencing of Sewage Plant 2.4. Upgrading of sewage plant 2.5. Upgrade and install of water meters	Whole Ward Refentse Sunway Village Rietfontein Whole Ward
3. Social Services	3.1. Upgrading of Clinic building 3.2. Mobile Clinic 3.3. Skips for waste and weekly removal 3.4. High School 3.5. Community Hall	Schoemansville Sunway Village Ten Rooms, Refentse & Sunway Village Sunway Village Sunway Village
4. Electricity	4.1. Cut trees in Town overhead cables 4.2. Erecting of high mast lights 4.3. New Substation & backup system as per feasibility study 4.4. Electricity on R513	Meerhof, Ifafi and Melodie Refentse & Sunway Village Ifafi Sunway Village & Refentse
5. Land & Housing	5.1. Phase 2 of Sunway Village need to be implemented with services 5.2. Removal and relocation of illegal squatters at 10 Rooms	
EXCESS NEEDS		
Roads & Stormwater	1.6. Broaden Road Between Melodie and Jasmyn	
Water & Sanitation	2.6. Additional reservoir in Meerhof (at least 10 m/l)	
Social Services	3.6. Complete closure of canal 3.7. Erection of cameras on all outgoing roads	

WARD 31		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Land Acquisition for housing & cemetery 1.2. PHP Houses 1.3. RDP Houses	Majakaneng & Modderspruit All areas All areas
2. Roads & Storm water	2.1. Tarring of main internal roads 2.2. Re-graveling of internal roads	From R104 to Sereopark, Majakaneng, Old road to the mortuary All areas
3. Social Service	3.1. Construction of new cemetery 3.2. Upgrading of sports field 3.3. Fencing of existing cemeteries 3.4. Technical High School 3.5. Community park	To the required land All areas Modderspruit Modderspruit
4. Water & Sanitation	4.1. Proper Sewer System 4.2. Infrastructure Development 4.3. House connection	All areas from Safropa Mangoes, Sereo Park All areas Katlegong Ext
5. Electricity	5.1. Infrastructure Development 5.2. House Connections 5.3. High Mast Lights (Increase)	All areas Katlegong All areas: 3 Safropa, 2 Mangoes, 1 Skierlik, 1 Sereo-park & 1 Thabeng
EXCESS NEEDS		
6. LED	6.1. Skills Development 6.2. Entrepreneurial Skills	
3. Social Service	3.6. Multipurpose Centre	

WARD 32		
NEEDS	PROJECTS	AREAS
1. Roads & Storm Water	1.1. Main Road 1.2. Paving of Internal Roads	Mshengu All Areas in Ward
2. Electricity	2.1. Apollo Lights (20) 2.2. House Connections	Segwaelane
3. Water & Sanitation	3.1. Toilets 3.2. Upgrading of Reservoir 3.2. Pressure Pumps	Segwaelane
4. Land & Housing	4.1. RDP Housing 4.2. Title Deeds	Segwaelane Skoonplaas
5. Social Services	5.1. 24h Operational Clinic 5.2. Taxi rank	
EXCESS NEEDS		
6. LED	6.1. EPWP Program – All Areas	

WARD 33		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Land Acquisition 1.2. Housing formalizing 1.3. RDP Houses 1.4. PHP Houses	Wawiel Mahantjie Shieling Damdoryn
2. Water & Sanitation	2.1. Drilling of boreholes 2.2. Installation of VIP toilets 2.3. Upgrade of sewage plant 2.4. Replacement of network lines	Wawiel Mahantjie Shieling Damdoryn / Schoemansville
3. Roads & Storm Water	3.1. Rehabilitate & re-seal all roads 3.2. Speed Humps, warning signs and height restrictions 3.3. Erection of road traffic signs 3.4. Upgrading and constructing of curbing & Storm water	Schoemansville Wawiel All schools and cemetery Schoemansville
4. Electricity	4.1. Upgrade of network 4.2. High Mast Lights 4.3. Upgrade Street lighting	Schoemansville Zandfontein Schoemansville
5. Social Services	5.1. Upgrading of Clinic 5.2. Taxi Rank 5.4. Sport Facilities with community centre & Bowling Green 5.4. High School 5.5. Skips for Waste	Schoemansville Damdoryn Hartbeespoort Sports Grounds
EXCESS NEEDS		
Social Services	5.6. Public Transport 5.7. Traffic Calming (Law enforcement)	5.8. Construction of Fire Hydrants 5.9. Mobile Police Station
6. LED	6.1. Skills Development 6.2. Sustainable Job Creation	

WARD 34		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Sanitation 1.2. Prepaid water meters 1.3. Bulk Pipe 1.4. Boreholes	Shakung, Moiletswana, Madinyane, Baikagedi, Ramogatla, Letlhakaneng, Rietview, Dimpompong Shakung, Moiletswana, Madinyane, Baikagedi, Ramogatla, Letlhakaneng, Rietview, Dimpompong Ramogatla, Malerato
2. Roads & Stormwater	2.1. Tarring of Road 2.2. Upgrading & Re-gravelling Internal Roads 2.3. Road Signs And Speed Humps 2.4 .Upgrading of Provincial Roads & Access Roads 2.5. Speed Humps	Road D602 Shakung, Moiletswana, Dipompong Moiletswana, Shakung, Dipompong Moiletswana and Mmulakgoro Rietview, Letlhakaneng
3. Social Services	3.1 Clinic 3.2 Upgrading of cemeteries 3.3 Hospice with VIP toilets 3.4 Post office 3.5 Schools	Letlhakaneng, Madinyane Ext, Dimpompong, Madinyane, Moiletswana, Shakung Letlhakaneng, Madinyane Ext, Dimpompong, Madinyane, Moiletswana, Shakung, Letlhakaneng Shakung Letlhakaneng, Moiletswana Shakung, Letlhakaneng, Moiletswana, Malerato and Rietview
4. Electricity	4.1 Apollo Lights 4.2. Building & Upgrading of New Substation 4.3 Electricity Extension	Shakung, Madinyane, Moiletswana, Dipompong, and one at each school, Madinyane Malerato Extension
5. Land & Housing	5.1. PHP Houses 5.2. Formalization 5.3. RDP Houses	Malerato, Rietview, Shakung, Shakunyaneng Malerato Malerato, Rietview, Dipompong, Madinyane, Shakung, Moiletswana
EXCESS NEEDS		
6. LED	6.1. Farming Activities	
Social Services	3.6. Community Hall - Letlhakaneng 3.7. Construction of Parks 3.8. Dumping Site 3.9. Old Age Home 3.10. Disability Care Centre	

WARD 35		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1 Boreholes 1.2 Jojo Tanks 1.3 Proper sewer system 1.4 Yard connection 1.5 Mini Reservoir	Oskraal, Rabokala, Kgablatsane Green side, Oskraal, Rabokala All areas Oskraal, Rabokala
2. Roads & Stormwater	2.1 Storm water Drainage 2.2 Re-tarring of main road 2.3. Speed humps (5) 2.4. Tarred link road 2.5. Upgrading of Road (2 km) to be paved/tarred	All areas Oskraal 2604, Rabokala Road All areas Between Okraal and Rabokala Kgabalatsane Morolong interval rd, Oskraal, Rabokala
3. Land & Housing	3.1. PHP houses 3.2. Land acquisitions for housing & cemetery 3.3. RDP houses 3.4 Formalisation of Rural Areas 3.5 Land for Affordable Houses	Oskraal (250), Rabokala (500), Morolong Sect, Kgablatsane (500), Thetele (250), Switch (200), Rankotea (150), Ntswapilong (100) All areas All areas Oskraal, Rabokala, Morolong Sect, Kgablatsane Thetele, Rankotea & Switch
4. Electricity	4.1 Extentions 4.2 House connections 4.3 High mast lights 4.4. Solar Geysers	All areas All areas All areas All areas
5. Social Services	5.1. Crime prevention 5.2 Schools 5.3 Clinic 5.4 Library 5.5 Crèche	All areas All areas Oskraal, (need upgrade & 24 hrs service Rabokala) All areas All areas

EXCESS NEEDS WARD 35

6.LED	6.1 Vegetable Gardens – All areas 6.2 Cattle farming – All areas 6.3 Chicken Farming – All areas 6.4 Goat Farming – All areas 6.5 Tourism Site/ Eco Tourism – All areas	6.6 Shopping Mall – All areas 6.7 Irrigation Systems 6.8 Old age home – All areas
2. Roads & Stormwater	2.6 Upgrading of 8.5 km rd linking Rabokala & Oskraal 2.7 Paving of Roads at school and clinic	
5. Social Services	5.6 Youth dev centre 5.7 Park/ Sports Ground - All areas 5.8 Hall - All areas	

WARD 36

NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Water supply 1.2. Audit in all projects	Klipgat
2. Electricity	2.1. High Mast Lights 2.2. Street lights 2.3. Budget for maintenance	Klipgat
3. Roads & Storm water	3.1. Storm water drainage 3.2. Construction of bridge 3.3. Pavement of Internal Roads 3.4. Speed Humps	Klipgat
4. Land & Housing	4.1. Formalization 4.2. Title Deeds 4.3. RDP Houses	Klipgat Klipgat 1
5. Social Services	5.1. Community Health Care (mobile clinic) 5.2. Library access to free Wi-Fi 5.3. Fire Station 5.4. Parks 5.5. Municipal service point	Klipgat
EXCESS NEEDS		
6. LED	6.1. Capacity Building (Skills Development) & Recycling 6.2. Youth Projects 6.3. SMME's Development – Klipgat	6.4. Agricultural Projects 6.5. Heritage & Museum

WARD 37

NEEDS	PROJECTS	AREAS
1. Electricity	1.1. Electrification 1.2. High Mast Lights 1.3. Maintenance of existing High Mast Lights	2010, Hillside, Langalibalele All Section
2. Water & Sanitation	2.1. Yard Connection 2.2. Sewer System 2.3. Stand Pipe 2.4. Boreholes	2010, Hillside, Langalibalele Ikaneng, 2010, Hillside, Langalibalele & Klipgat Hillside, 2010, Langalibalele All Section
3. Roads & Storm water	3.1. Stormwater Road 3.2. Regravelling of Roads 3.3. Paving of Internal Roads 3.4. Stormwater Drainage 3.5. Maintenance of Stormwater and Roads	Klipgat, Ikageng, 2010, Langalibalele and Hillside All Section All Section Klipgat Klipgat
4. Land & Housing	4.1. Formalization 4.2. RDP Houses 4.3. PHP Houses 4.4. Title deed	Ikaneng, 2010, Hillside, Langalibalele Klipgat All Sections Klipgat, Ikaneng Section
5. Social Services	5.1. 24h Clinic 5.2. Fire Station 5.3. Park	Klipgat
EXCESS NEEDS		
6. LED	6.1. Youth Programme 6.2. Agricultural Project 6.3. Building Skills Development and Recycles	6.4. SMME Development 6.5. Heritage Museum

WARD 38		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Boreholes 1.2. Jojo Tanks	Plots Oskraal
2. Social Services	2.1. High School 2.2. Clinic 2.3. Sport Facilities 2.4. Community Hall	Block E and F
3. Land & Housing	3.1. Township Development of Plots 3.2. Finalization of Informal Settlement 3.3. RDP Houses	Oskraal Oskraal Block H, Plots Oskraal
4. Roads & Storm water	4.1. Upgrade of Internal Roads 4.2. Speed Humps 4.3. Regravel Roads	Block E and F and Plots Oskraal
5. Electricity	5.1. Electrification 5.2. Solar Geysers 5.3. Hight Mast Lights	Block H Block E, F, Zone 6 & 10 Plots Oskraal
EXCESS NEEDS		
6. LED	6.1. Provision of land for Garden field - Block E and F	

WARD 39		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. RDP Houses (2,500) 1.2. Formalizing of informal settlements 1.3. Development and allocation of stands 1.4. Land Transfer and Title Deeds 1.5. Allocation of Church Stands	Mamogalieskraal and Vuka Section Elandsrand
2. Electricity	2.1. Legal connections 2.2. Replace underground cabling with overhead Line 2.3. Lighting of parks and streets 2.4. Additional lighting	Elandsrand, Mamogalieskraal and Vuka Section
3. Water & Sanitation	3.1. Upgrading of sewerage/sanitation 3.2. Supply of Water	Vuka Section All Areas
4. Roads & Stormwater	4.1. Building of Roads and Sidewalks 4.2. Gravelling and repaving of internal roads 4.3. Building of stormwater drains 4.4. Upgrading of existing drains (enlarging)	Mamogalieskraal and Vuka Section
5. Social Services	5.1. High School 5.2. Library 5.3. Rehabilitation Centre 5.4. Sports facilities	Elandsrand, Mamogalieskraal and Vuka Section
EXCESS NEEDS		
6. LED	6.1. Youth Skills Development Centre 6.2. Hawkers Facilities 6.3. Agriculture Development	6.4. Tourism Business Development 6.5. Business Complex 6.6. Transfer Station

WARD 40		
NEEDS	PROJECTS	AREAS
1. Electricity	1.1. Household Electrification 1.2. High mast lights (14) 1.3. House wiring	Regorogile Phase 2, Farm area, Segwaelane, Sonop, Khamamtwana Regorogile, Sonop, Segwaelane, Khamamtwana Sonop
2. Land & Housing	2.1. Transfer to Madibeng 2.2. RDP & PHP Houses 2.3. Formalization of Informal Settlements 2.4. Upgrading of cemeteries	Sonop Regorogile, Sonop, Segwaelane, Khamamtwana Khamamtwana, Farm area, Regorogile, Pansdrift Sonop, Farm Area
3. Water & Sanitation	3.1. House connections 3.2. Revamping of sewer 3.3. Water reticulation	Regorogile, Sonop, Segwaelane, Khamamtwana Sonop Regorogile, Segwaelane, Khamamtwana
4. Roads & Stormwater	4.1. Upgrading of stormwater drainages 4.2. Regravelling and paving of internal roads and Speed Humps 4.3. Tarring of Provincial roads (D1262)	Sonop, Segwaelane, Regorogile, Khamamtwana Sonop, Segwaelane, Regorogile, Khamamtwana, Pansdrift/ Rooikoppies Greenstore, Rooikoppie, Kareepoort
5. Social Services	5.1. Community Hall 5.2. Street Cleaning (EPWP/CDW) 5.3. Sport Facilities 5.4. High School 5.5. Upgrading of ablution block, building of class rooms and fencing	Sonop, Khamamtwana Regorogile, Sonop 1, Segwaelane, Khamamtwana All Areas Sonop Tebogo Primary School
EXCESS NEEDS		
6. LED	6.1. Tourism site – “Legae la rona” and Apartheid Museum 6.2. Job Creation - Toilet making, Brick making, Welding, Piggery, Chicken Farm, Community Bakery, Food security garden, Car wash and Agriculture and Farming project. 6.4. Skills Development Program 6.5. Market	
Social Services	5.6. School hall at Pansdrift and Sonop Primary Schools 5.7. Revamping of Community offices at Sonop 5.8. Feeding Scheme for Eldery/ Disabled - Sonop, Khamamtwana, Segwaelane 5.9. New Clinic at Sonop	

WARD 41		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Rehabilitation of Existing Sewage System 1.2. Yard Connection	All Sections
2. Electricity	2.1. Household Connection 2.2. High Mast Lights (increase)	Moseja, Beverley Hills, Block E, Motseng and Midas
3. Roads & Stormwater	3.1. Regravelling and paving of Internal Roads 3.2. Speed humps 3.3. Stormwater drainage 3.4. Midway Road Project 3.5. Paving Block E Road	All Sections Molefe Makinta Highway Molefe Makinta Highway Moseja Section Block E
4. Land & Housing	4.1. PHP Housing 4.2. Fencing of Cemetery	All Sections Block E
5. Social Services	5.1. Mobile Clinic 5.2. Sports Facilities	All Sections Block E & Moseja
EXCESS NEEDS		
6. LED	6.1. Agricultural Projects – All Sections	

MUNICIPAL WIDE NEEDS

After the Ward Level Public Participation exercise the outcome of prioritized needs were analysed to determine the Municipal Wide Needs. This was done by calculating the needs that the majority of wards indicated as priority. The outcome of the Municipal Wide Needs was adopted by the IDP Representative Forum meeting held on 29 November 2017 as follows:

PRIORITY	NEED
Priority 1	Water and Sanitation
Priority 2	Roads and Storm water
Priority 2	Electricity
Priority 4	Land and Housing
Priority 5	Social Services
Priority 6	Local Economic Development

MUNICIPAL VISION, MISSION AND VALUES

Definition of a Vision:

A vision statement can be explained as a picture of your company in the future. The vision statement should be your inspiration, the framework for all your strategic planning and ultimately an aim to work towards. It is the answer to the question: "What do we want to achieve? The Vision is a long term commitment and has to be realistic in the sense that it should be achievable.

The Local Municipality of Madibeng has reviewed its Vision and Mission at the IDP Representative Forum Meeting of the 11 March 2015

VISION

"MADIBENG, THE PROSPEROUS PLATINUM AND GREEN TOURISM CITY"

The Madibeng vision building blocks;

PROSPEROUS - economically healthy and growing

GREEN - agriculture; natural beauty; water

PLATINUM - high value resource; mining

Reposition, Rebranding and Renewal

The 5th Administration introduced new policy initiatives to fast track service delivery to the people of Bokone Bophirima. The RRR is anchored on five concretes which is aligned with the Municipal Vision in order to achieve green tourism city.

Difference between Vision and Mission: The Vision statements is based on the future state of a company, whilst the Mission statement is focusing on the present state of the company

Definition of a Mission Statement

A mission statement expresses the company's purpose for those in the organization as well as for the public.

MISSION

“WE, THE MADIBENG LOCAL MUNICIPALITY, ARE COMMITTED TO STRIVE TO REMAIN ACCOUNTABLE IN RENDERING AFFORDABLE QUALITATIVE AND SUSTAINABLE SERVICES TO OUR COMMUNITY IN LINE WITH OUR CONSTITUTIONAL OBLIGATIONS”

VALUES

TRANSPARENCY (openness, honesty; information sharing and availability; clarity)

DISCIPLINE (legal, moral and ethical self control; accountability for responsibilities)

INTEGRITY (commitment, respect, true to self and even in absence of others)

ACCESSIBILITY (to councilors, managers, facilities, services and information)

ACCOUNTABILITY (responsibility)

PROFESSIONALISM (time management, image and conduct)

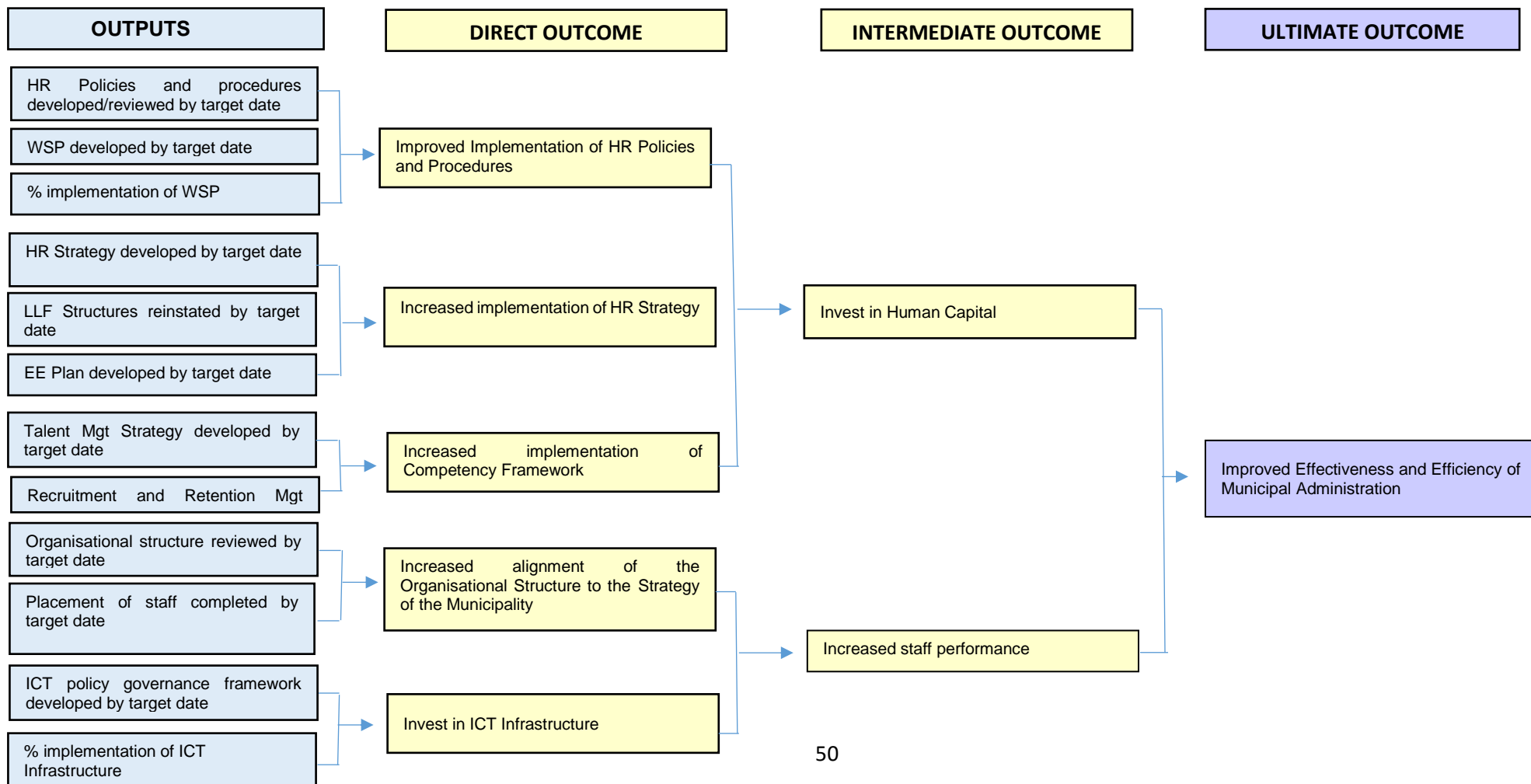
VALUE FOR MONEY (worthwhile; fair exchange)

COMMUNICATION (quality information, timeously and in the right way)

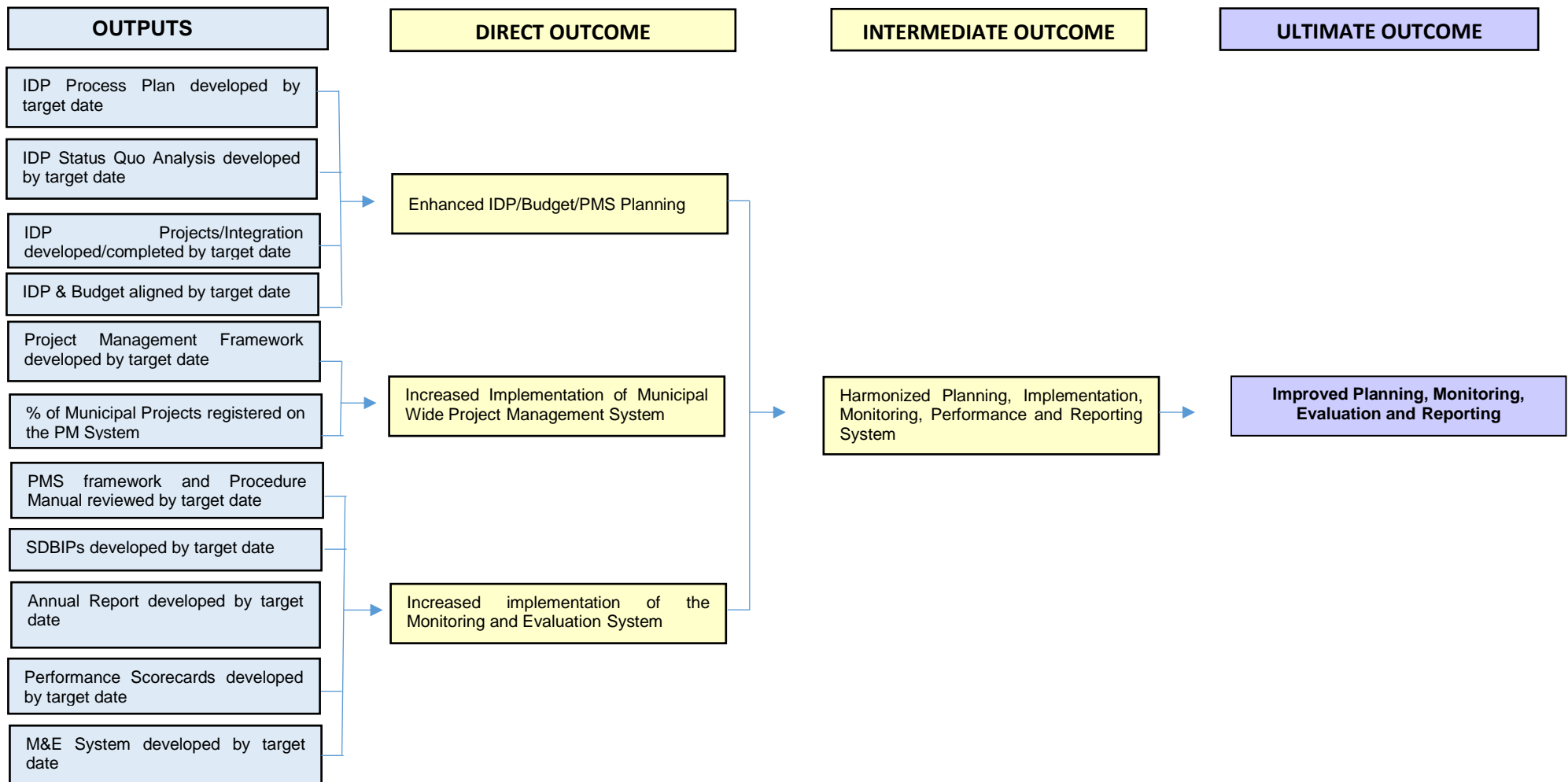
STRATEGIC OBJECTIVES

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Problem Statement Ineffective institution environment that led to poor corporate service, non-alignment of planning processes, non-compliance with regulations, poor monitoring, evaluation and reporting

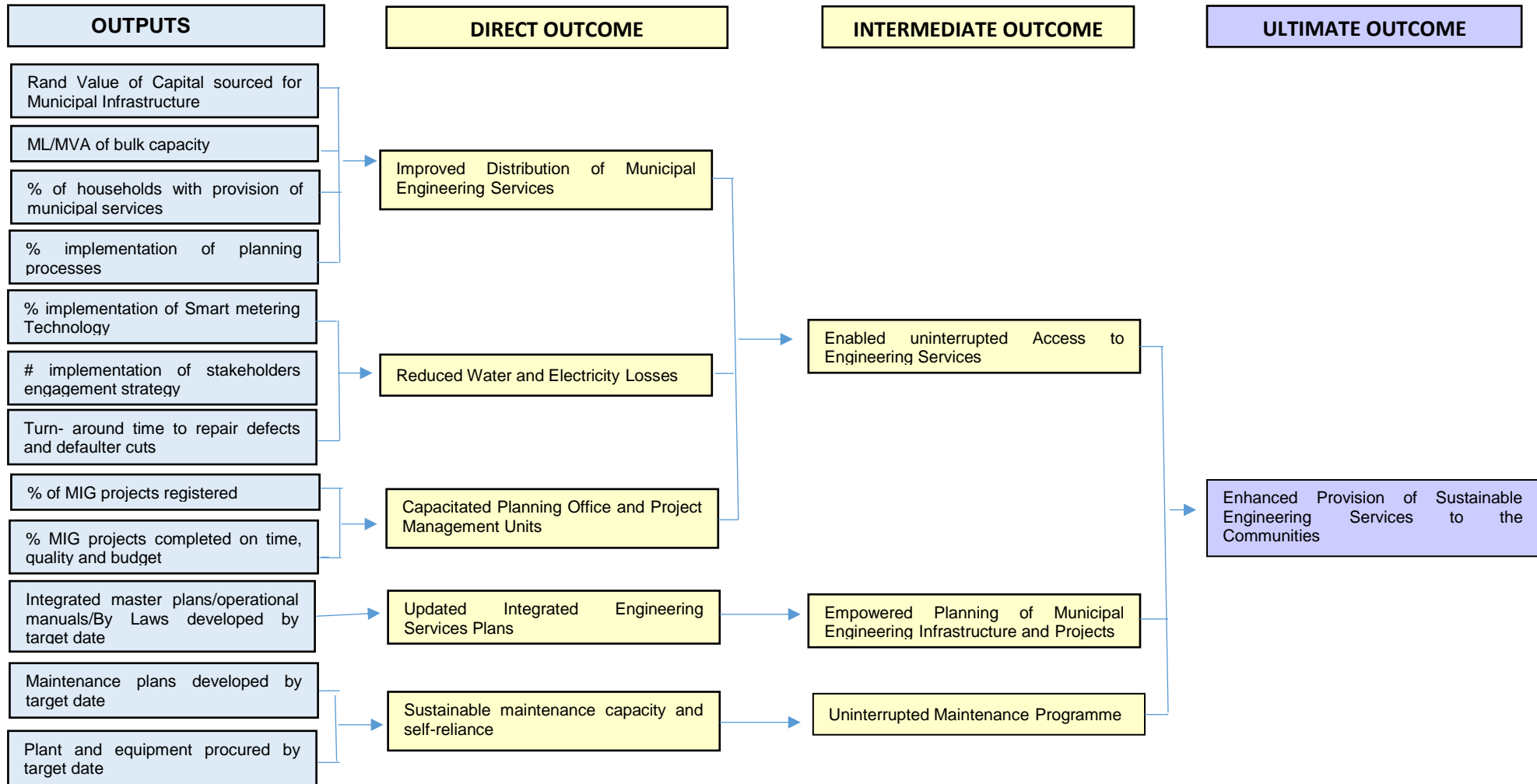


Problem Statement Ineffective institution environment that led to poor corporate service, non-alignment of planning processes, non-compliance with regulations, poor monitoring, evaluation and reporting

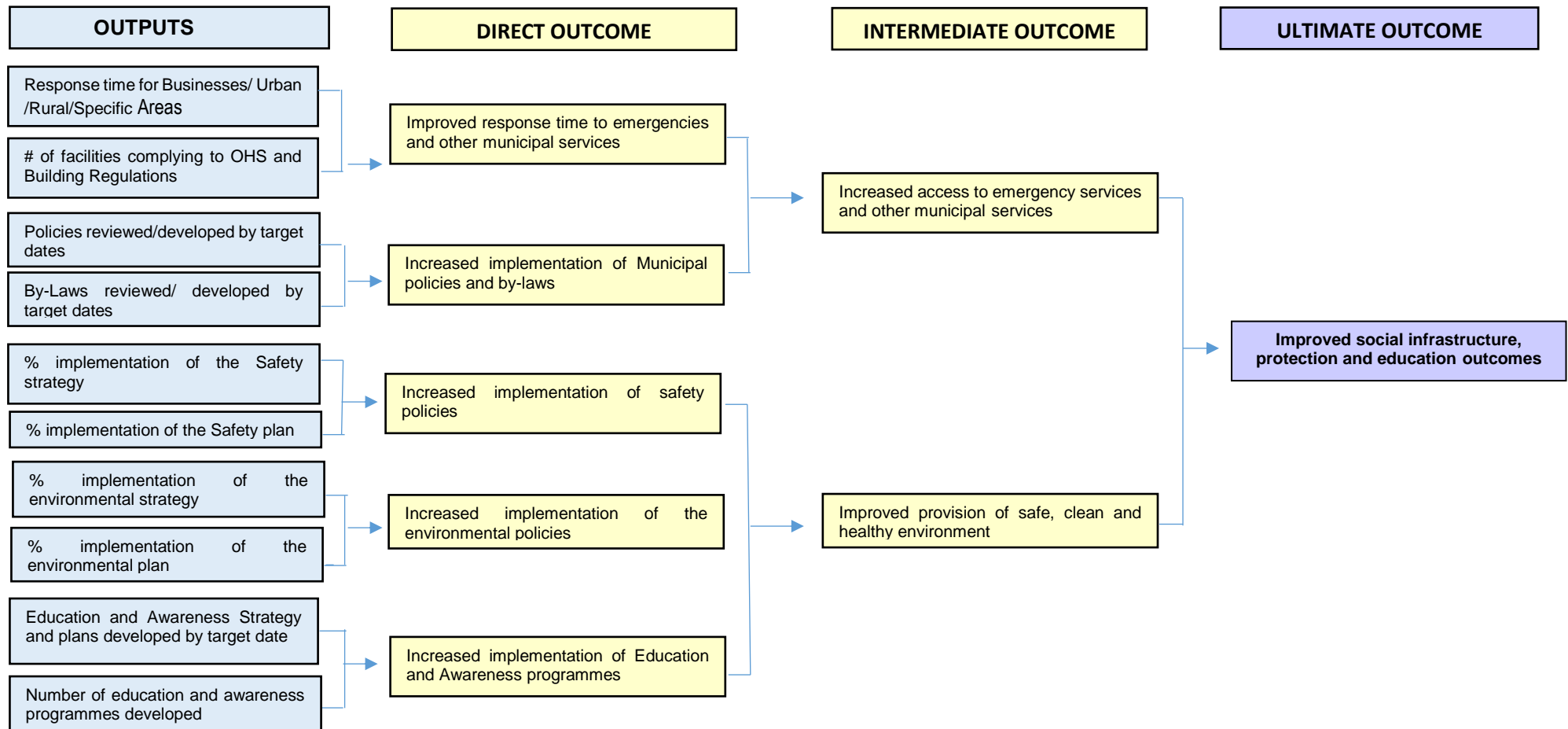


BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Problem Statement: Inadequate and ineffective infrastructure due to poor leadership resulting in poor service delivery, rapid deterioration of infrastructure and increased civil disobedience

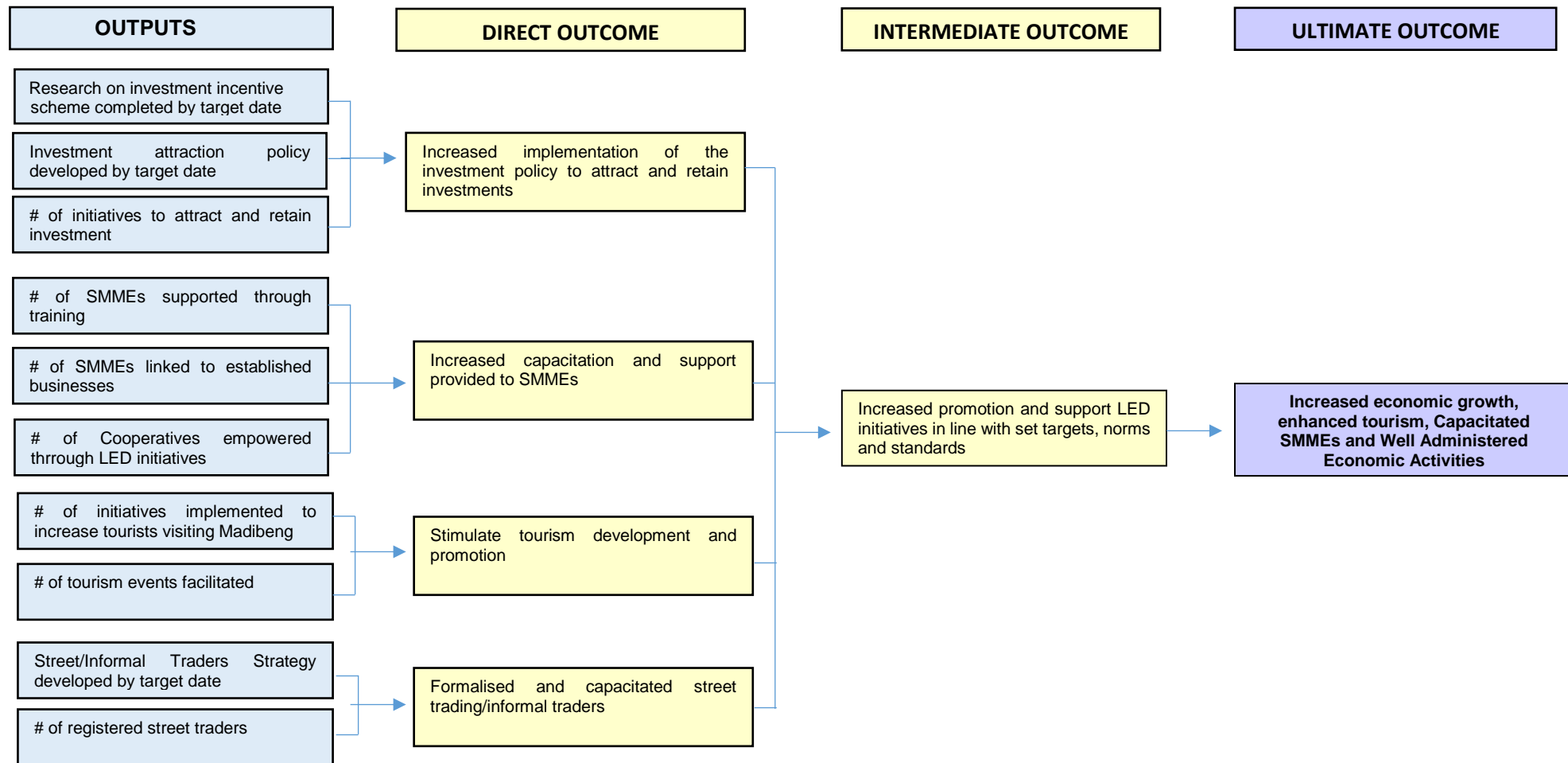


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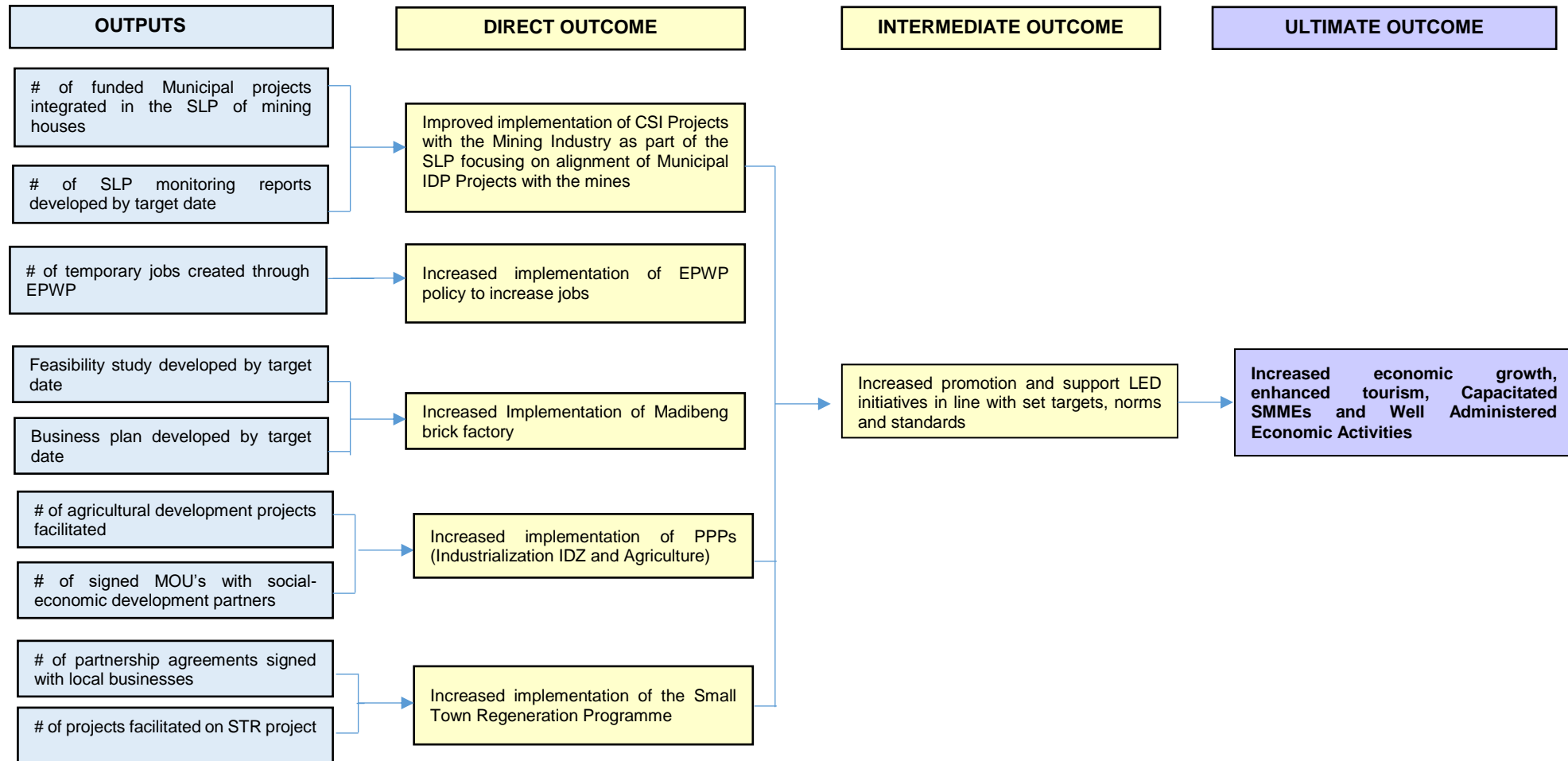


LOCAL ECONOMIC DEVELOPMENT

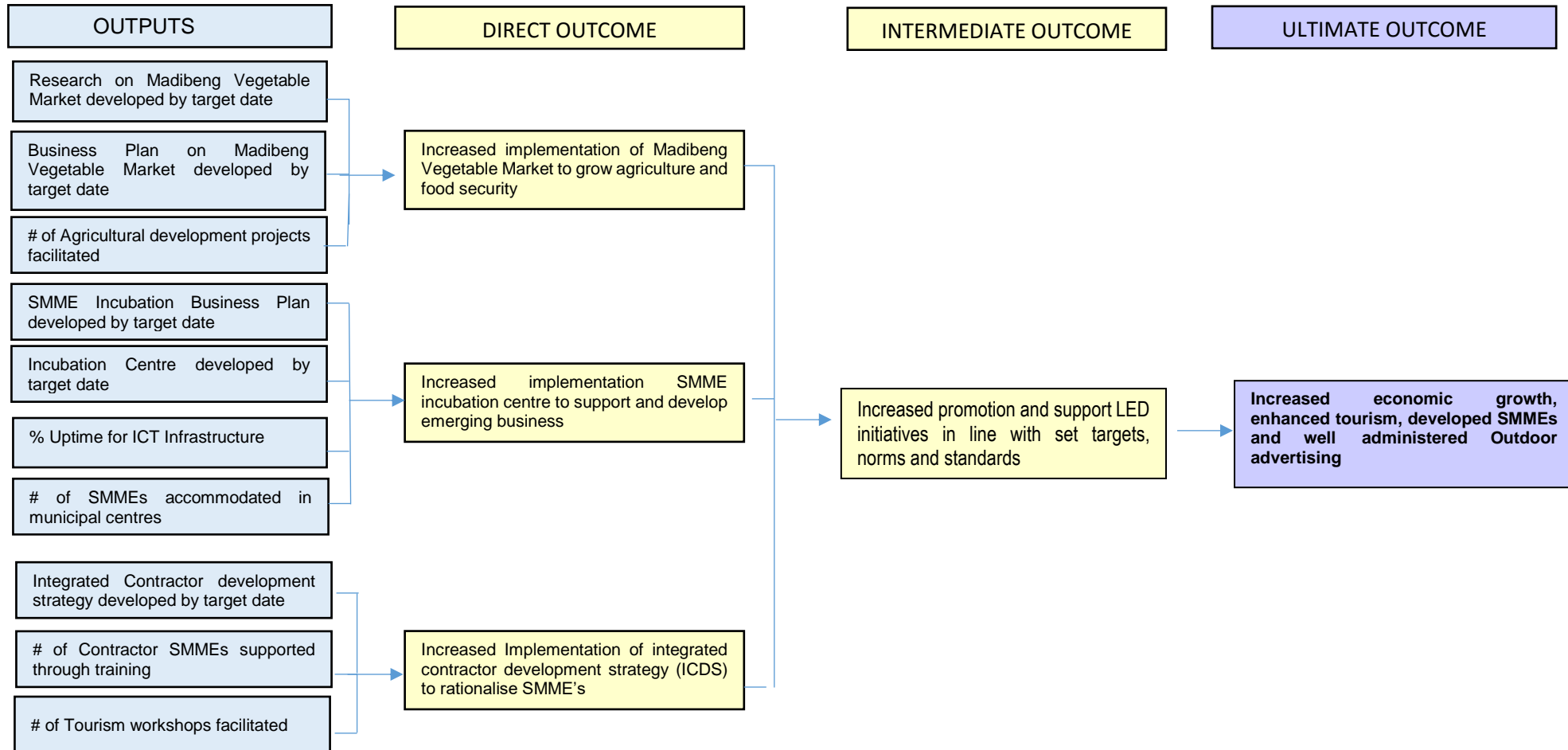
Problem Statement: The high rate of unemployment among youth, closing of industries due to the down spiralling in the economic performance, ineffective investment scheme, inefficient system on mining CSI approach, ineffective incentive scheme, equally impacted negatively in the development of SMMÉ's, Poor performance in tourism, agricultural output which is a consequent failure in the socio economic growth of the Madibeng local municipality.



Problem Statement: The high rate of unemployment among youth, closing of industries due to the down spiralling in the economic performance, ineffective investment scheme, inefficient system on mining CSI approach, ineffective incentive scheme, equally impacted negatively in the development of SMMÉ's, Poor performance in tourism, agricultural output which is a consequent failure in the socio economic growth of the Madibeng Local Municipality.

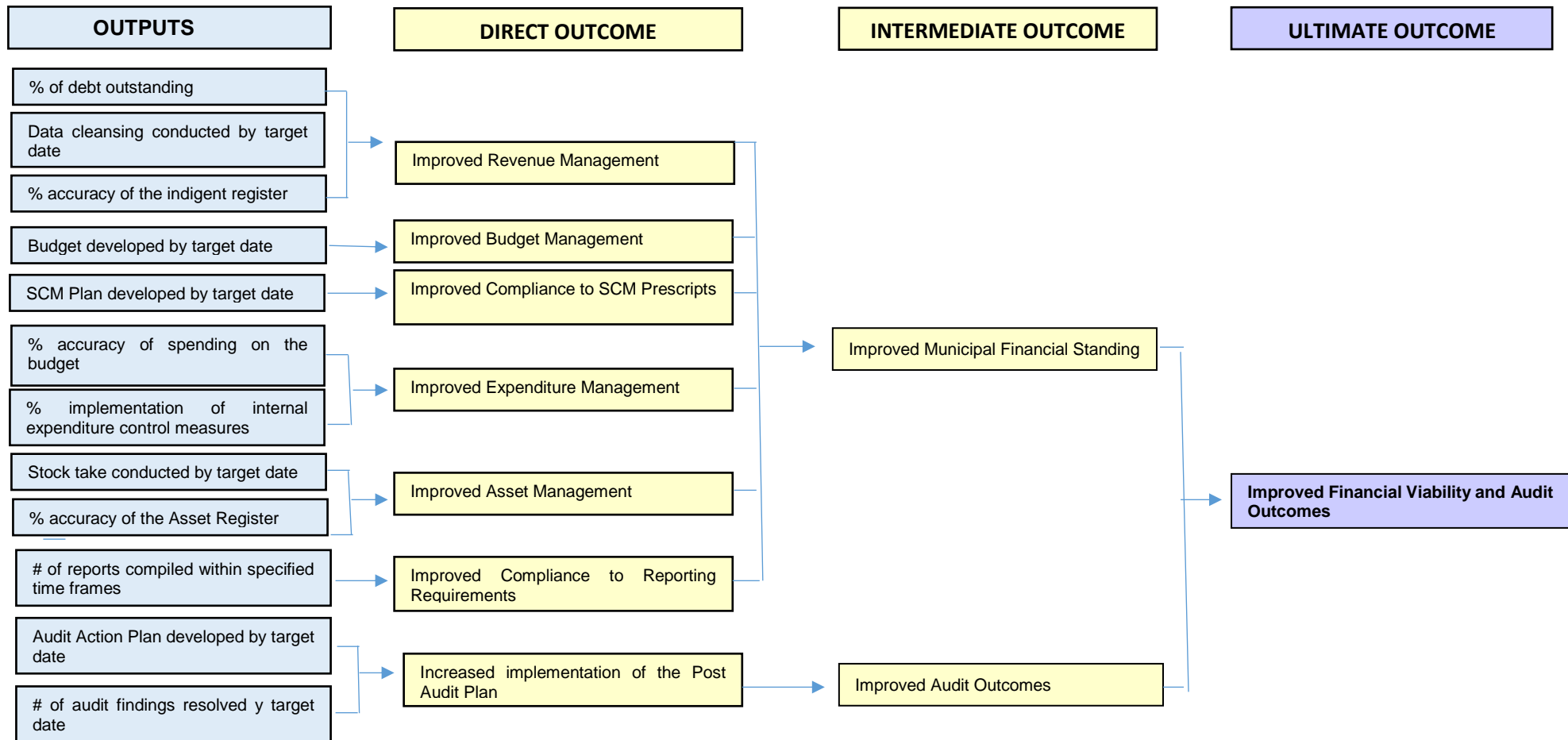


Problem Statement: The high rate of unemployment among youth, closing of industries due to the down spiralling in the economic performance, ineffective investment scheme, inefficient system on mining CSI approach, ineffective incentive scheme, equally impacted negatively in the development of SMME's, Poor performance in tourism, agricultural output which is a consequent failure in the socio economic growth of the Madibeng local municipality.



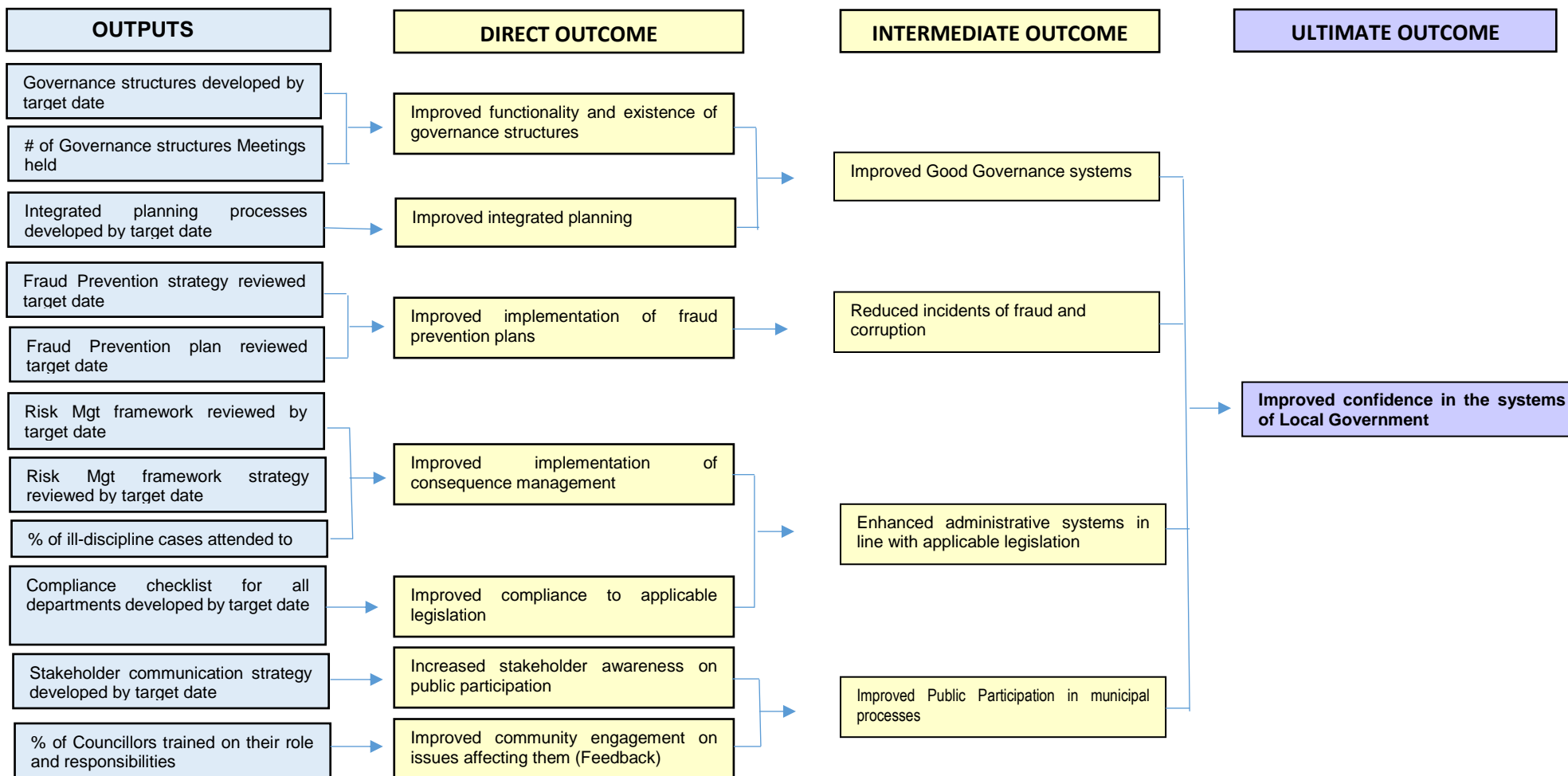
MUNICIPAL FINANCIAL VIABILITY

Problem Statement: The Madibeng Local Municipality is not financially viable due to poor revenue collection, financial control, non-compliance to financial legislations and policies which prevents the municipality to deliver quality services



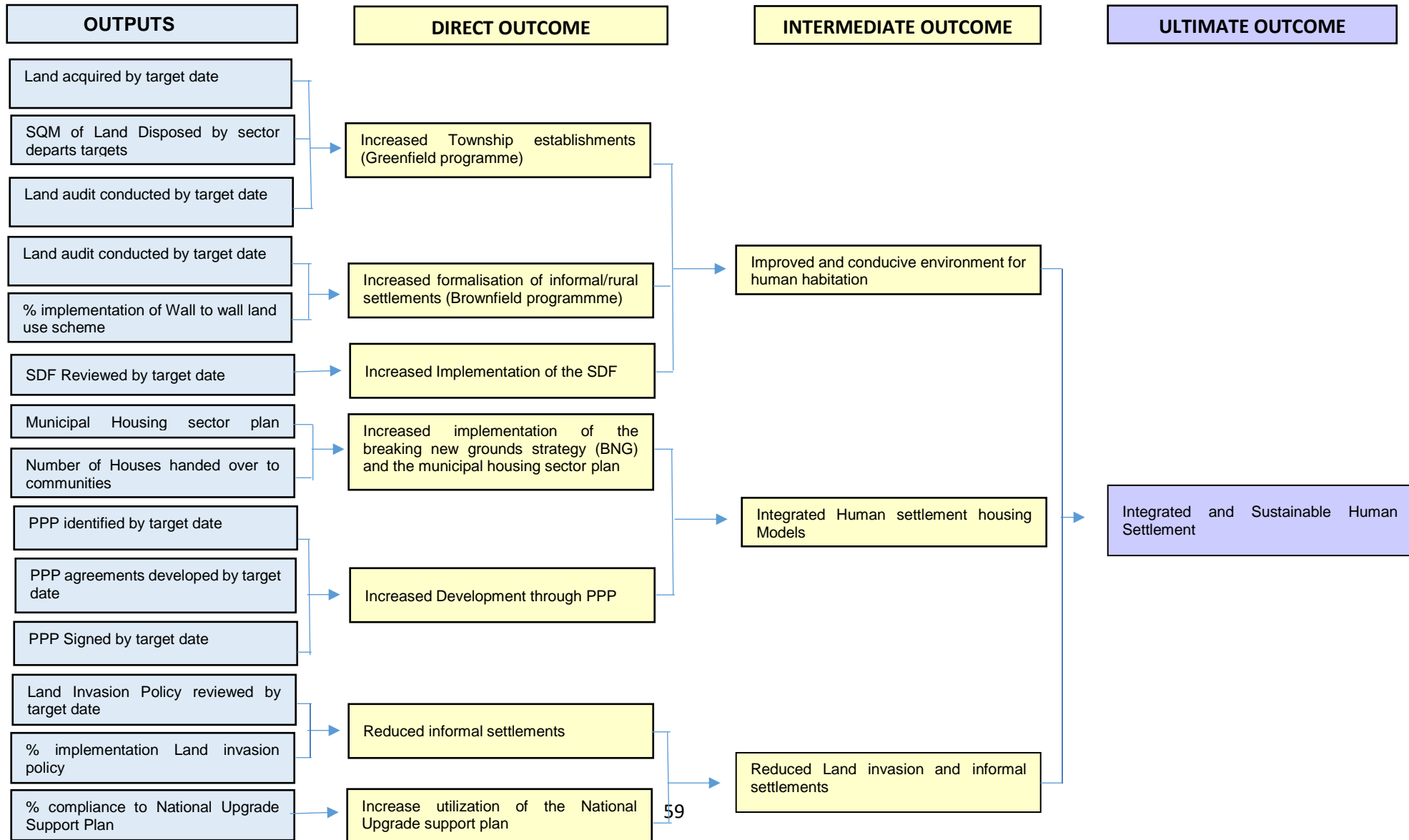
GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Problem statement: Poor governance due to inadequate and ineffective control environment and poor stakeholder relations.



SPATIAL RATIONALE

Problem Statement: Non availability of land and infrastructure results disintegrated, unsustainable and undesired developments



DEVELOPMENT STRATEGIES

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGETS				
			2017/18	2018/19	2019/20	2020/21	2021/22	
Strategic Goal 1	Improved Effectiveness and Efficiency of Municipal Administration							
Strategic Objective 1.1	Invest in Human Capital	% of training budget spent by 30 June	New	85%	100%	100%	100%	
Strategy 1.1.1	Compliance to Employment Equity Plan	% compliance to Employment Equity Plan	New	100%	100%	100%	100%	
Strategy 1.1.2	Draft and submit for approval to Council a Succession Planning Policy	Succession Planning Policy submitted to Council for approval by 30 June	New	1	-	-	-	
Strategy 1.1.3	Draft and Submit to Council Job Evaluation Policy	Job Evaluation Policy submitted to Council for approval by 30 June 2019	New	1	-	-	-	
Strategy 1.1.4	Draft and submit to Council Employee Placement Policy	Employee Placement Policy submitted to Council for approval by 30 June 2019	New	1	-	-	-	
Strategy 1.1.5	Review recruitment and selection policy	Recruitment and Selection Policy reviewed by 30 June 2019	1	1	-	-	-	
Strategy 1.1.6	% employee satisfaction rating (annual)	% employee satisfaction rating	New	75%	100%	100%	100%	
Strategy 1.1.7	Increase functionality of Section 79 Committee system	# of functional Section 79 Committees	18	18	18	18	18	
Strategy 1.1.8	Increased alignment of the Organizational Structure to the Strategy of the Municipality	Yearly reviewed organizational structure aligned to the strategy of the municipality	1	1	1	1	1	
Strategy 1.1.9	Reduced vacancies in line with the identified critical posts on the new organisational structure	% of critical prioritised posts filled	New	100%	100%	100%	100%	
Strategy 1.1.10	Invest in ICT Infrastructure	Review and update ICT Master Plan for inclusion in the IDP by 30 June	New	1	1	1	1	
Strategy 1.1.11	Ensure effective Council decision making processes	% effectiveness of Council decision making processes	100%	100%	100%	100%	100%	
Strategic Objective 1.2	Development of IDP document	# of IDP review/amendment of the 5 Year (2017/21) IDP	1	1	1	1	1	
Strategy 1.2.1	Integrated intergovernmental relations and stakeholder consultation and partnerships	Number of partnership and collaboration established	8	2	2	2	2	

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGETS				
			2017/18	2018/19	2019/20	2020/21	2021/22	
Strategic Objective 1.3	Improved level of corporate governance and compliance through efficient and effective standards, practices and systems	Number of risk profiles completed	30	30	30	30	30	
Strategy 1.3.1	Improved effectiveness of risk financing and transfer	Number of insurance audits undertaken	4	4	4	4	4	
Strategy 1.3.2	Finalise risk based audit reports and Performance audit reports as stipulated on the approved annual audit plan	Percentage of planned internal audit reviews completed	90%	90%	90%	90%	90%	
Strategy 1.3.3	Finalised investigations of cases reported	Percentage of cases finalised with clear recommendations	New	50%	100%	100%	100%	
Strategic Goal 2	Improved Planning, Monitoring, Evaluation and Reporting							
Strategic Objective 2.1	Harmonized Planning, Implementation, Monitoring, Performance and Reporting System	Reviewing of the Performance Management framework	1	1	1	1	1	
Strategic Objective 2.2	Submit the Mid-year S72 report to the Mayor	Number of Mid-year reports submitted to the Mayor by 25 January	1	1	1	1	1	
Strategy 2.2.1	Enhanced IDP/Budget/PMS Planning	Adherence to IDP/Budget Process Plan & PMS Framework timeframes	100%	100%	100%	100%	100%	
Strategy 2.2.2	Increased Implementation of Municipal Wide Project Management System	Develop and update a Project Management database	New	1	1	1	1	
Strategy 2.2.3	Increased implementation of the Monitoring and Evaluation System	Sec 57 Performance agreements assessed against Service Delivery & Budget Implementation Plan	New	4	4	4	4	

BASIC SERVICE DELIVERY AND INFRASTRUCTURE

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGETS				
			2017/18	2018/19	2019/20	2020/21	2021/22	
Strategic Goal 3	Enhanced Provision of Sustainable Engineering Services to the Communities							
Strategic Objective 3.1	Increased generation of renewable energy, from alternative /renewable sources	Installed capacity of alternative/renewable power	2mw					
Strategic 3.1.1	Enabled uninterrupted Access to Engineering Services	% completion on support with Electricity Master Planning	New	100%	100%	100%	100%	
Strategic Objective 3.2	Improved energy balance by reduction of non-technical losses	% unaccounted for electricity	<10%	<10%	<10%	<10%	<10%	
Strategy 3.2.1	Updated Integrated Engineering Services Plans	Net kWh generated as a proportion of the total Kwh demanded	100 000	500 000				
Strategy 3.2.2	Increased provision of public lighting (street lights and high mast lights)	Number of high mast lights installed	61	10	10	10	11	
Strategy 3.2.3	Increased provision of public lighting (street lights and high mast lights)	Number of street lights installed	1200	0	0	0	0	
Strategy 3.2.4	Uninterrupted Maintenance Programme	% of Electricity repairs and maintained.	100%	100%	100%	100%	100%	
Strategy 3.2.5	Increased electrification of subsidized developments	Number of subsidized households electrified	6333	100%	100%	100%	100%	
Strategic Objective 3.3	Increased access to water in Madibeng	Number of additional households in formal dwellings provided with water connections	160,724	1 500	1 500	1 500	1 500	
Strategy 3.3.1	Maintain Blue drop status on drinking water quality management	The percentage Blue Drop Score	New	>65%	>65%	>65%	>65%	
Strategy 3.3.2.	Monitoring of unaccounted water supply	% reduction of water and electricity loss	28%	25%	23%	21%	19%	
Strategic Objective 3.4	Improved provision of safe, clean and healthy environment	% of households with access to basic services (i.e. Water, Sanitation, Electricity, Refuse removal) from Municipal	New	100%	100%	100%	100%	
Strategy 3.4.1	Review and Update the Air Quality Management Plan	Air Quality Management Plan reviewed and submitted to Council by 30 June	1	1	0	0	0	
Strategic Goal 4	Improved social infrastructure, protection and education outcomes							
Strategic Objective 4.1	Increased access to emergency services and other municipal services	% of fire incidents managed and responded to, as a proportion of total number received	New	90%	100%	100%	100%	
Strategy 4.2.1	Increased access to emergency services and other municipal services	% of disastrous incidents and disasters responded to, as a proportion of request received	100%	100%	100%	100%	100%	

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGETS				
			2017/18	2018/19	2019/20	2020/21	2021/22	
Strategy 4.2.2	Improved response time to emergencies and other municipal services	Reaction time to customer queries on Water and Electricity	New	80%	100%	100%	100%	
Strategy 4.2.3	Increased implementation of Municipal policies and by-laws	% of policies and by-laws reviewed by 30 June	New	100%	100%	100%	100%	
Strategy 4.2.4	Reduced criminal contraventions and an improved safer city.	Percentage increase in interventions to reduce crime and related incidents	New	10%	10%	10%	10%	
Strategy 4.2.5	Reduction in By-law contraventions An improvement in safety in the City	Percentage increase in By-laws enforcement policing citation	New	10%	10%	10%	10%	
Strategy 4.2.6	A reduction in fatal road accidents	Percentage decrease in road fatalities	New	2%	2%	2%	2%	
Strategy Objective 4.3.	Implement the Sport and Recreation capital projects measured quarterly in terms of the approved Capital Budget spent	% of approved Capital Budget spent by 30 June	100%	100%	100%	100%	100%	
Strategy 4.3.1	Increased compliance of landfill sites	% compliance of landfill sites	100%	100%	100%	100%	100%	
Strategy 4.3.2	Increased implementation of Municipal policies and by-laws	% of policies and by-laws reviewed by 30 June	New	100%	100%	100%	100%	
Strategy 4.3.3	Increased access to sanitation in Madibeng	Number of additional households in formal dwellings provided with sewer connections	New	1 500	0	0	0	
Strategy 4.3.4	Increased provision of waste management services in line with the waste management services norms and standards.	Number of households with access to refuse removals services	73 400	74 400	75 400	76 400	77 400	
Strategy 4.3.5	Waste transfer station upgrade	Number of Waste Transfer station (Brits) upgraded	2	1	1	1	1	
Strategy 4.3.6	Increased provision of waste management services in line with the waste management services norms and standards.	Number of 240ℓ bins rolled – out in line with the mass roll out program	New	20 000	20 000	20 000	20 000	
Strategy 4.3.7	Increased provision of waste management services in line with the waste management services norms and standards.	Percentage of informal settlements with access to comprehensive waste management services	New	100%	100%	100%	100%	
Strategy 4.3.8	Increased Metering of unmetered stands	Number of unmetered stands provided with meters	New	10 000	0	0	0	
Strategy 4.3.9	Improve the effluent quality compliance	Number of wastewater treatment works complying 90% against the applicable water quality standards	92%	92%	100%	100%	100%	
Strategy 4.3.10	Implement all the Roads, storm water infrastructure capital projects measured quarterly in terms of the approved Capital Budget spent	Percentage of Capital Budget spent by 30 June	96%	96%	100%	100%	100%	
Strategy 4.3.11	Improved Management of key road assets	Km of roads network maintained	1 300	1 300	1 300	1 300	1 300	
Strategic Objective 4.4	Improving quality of life through the provision of an efficient public transport system	Number of potholes pegged	New	1000	0	0	0	
Strategy 4.4.1.	Improving quality of life through the provision of an efficient public transport system	Km of roads re-gravelling completed in Town	75%	75%	75%	75%	75%	

LOCAL ECONOMIC DEVELOPMENT

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGETS				
			2017/18	2018/19	2019/20	2020/21	2021/22	
Strategic Goal 5	Increased economic growth, enhanced tourism, Capacitated SMMEs and Well Administered Economic Activities							
Strategic Objective 5.1	Increased promotion and support LED initiatives in line with set targets, norms and standards	Number of marketing initiatives implemented by 30 June	4	4	4	4	4	
Strategy 5.1.1	Increase EPWP temporary job opportunities	Number of EPWP temporary job opportunities created by 30 June	570	1075	1200	1400	1600	
Strategy 5.1.2	Permanent job opportunities created by private sectors	Number of Permanent job opportunities created by private sectors 30 June	100	1000	1000	1000	1000	
Strategy 5.1.3	Increased Implementation of the investment policy to attract and retain investments	Investment Incentive Policy submitted to Council by 30 June	New	1	0	0	0	
Strategy 5.1.4	Increased capacitation and support provided to SMMEs	Draft Local Economic Strategy submitted to Council by 30 June	New	1	0	0	0	
Strategy 5.1.5	Develop and submit to Council a Draft Informal Economy Enhancement By-law	Draft Informal Economy Enhancement By-law (Street trading) developed and submitted to Mayoral Co by 30 June	New	1	0	0	0	
Strategy 5.1.6	Formalised and capacitated street trading/informal traders	Number of formalized, capacitated and accommodated street traders	New	100	100	100	100	
Strategy 5.1.7	Improved implementation of CSI Projects with the Mining Industry as part of the SLP focusing on alignment of Municipal IDP Projects with the mines	Number of CSI/SLP Reports to SMT	New	4	4	4	4	
Strategy 5.1.8	Implementation of EPWP policy to increase jobs	Establishment of EPWP Forum and skilling of EPWP beneficiaries.	New	2 reports	2	2	2	
Strategy 5.1.9	Increased Implementation of Madibeng brick factory	Percentage completion of Madibeng brick factory	New	100%	100%	100%	100%	
Strategy 5.1.10	Increased implementation of the Small Town Regeneration Programme	Progress percentage on implementation of STR by 30 June	New	100%	100%	100%	100%	
Strategy 5.1.11	Increased Madibeng Agricultural production and market to grow agriculture and food security	No. of reports on Madibeng Agricultural production and marketing by 30 June	New	4	4	4	4	
Strategy 5.1.12	Increased establishment of SMME incubation centre	Business Entrepreneurs Capacity Building incubation centre established by 30 June	New	1	0	0	0	
Strategy 5.1.13	Increased support and development of emerging business	Number of SMME's supported through training	50	50	50	50	50	
Strategy 5.1.14	Increased Implementation of integrated contractor development strategy (ICDS) to rationalise SMME's	Draft ICDS developed	New	1	0	0	0	

MUNICIPAL FINANCIAL VIABILITY

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGETS				
			2017/18	2018/19	2019/20	2020/21	2021/22	
Strategic Goal 6	Improved Financial Viability and Audit Outcomes							
Strategic Objective 6.1	Improved Financial Viability and Audit Outcomes	% of Audit Committee recommendations accepted and adopted by Council	100%	95%	100%	100%	100%	
Strategy 6.1.1	Revenue enhancement through the property portfolio	Percentage increase in revenue generated through management of property transactions	5%	5%	5%	5%	5%	
Strategy 6.1.2	Update Indigent Register	% of all qualifying indigent applications processed by 30 June	100%	99%	100%	100%	100%	
Strategy 6.1.3	Improved Budget Management	% of total Operating Budget expenditure spent by 30 June	100%	95%	100%	100%	100%	
Strategy 6.1.4	Improved Revenue Management	% of total operating budget revenue raised/ received by 30 June	100%	98%	100%	100%	100%	
Strategy 6.1.5	Ensure financial sustainability	Revenue collected as a % of amount billed (R30,2m) for the year excluding arrears	93%	93%	93%	93%	93%	
Strategy 6.1.6	Improved Procurement Management	Percentage of tenders completed within the valid period (120 days from date of close of advert)	100%	85%	100%	100%	100%	
Strategy 6.1.7	Reduction in fuel operating costs	Number of vehicles fitted with the electronic fuel management device	130	130	0	0	0	
Strategy 6.1.8	Reduction in fuel operating costs	Percentage reduction on cost of vehicle repairs and maintenance	10%	10%	10%	10%	10%	
Strategy 6.1.9	Disclose in Annual Financial Statements all deviations condoned by Council	Disclose in Annual Financial Statements all deviations condoned by Council	100%	100%	100%	100%	100%	
Strategy 6.1.10	Submit the Financial Plan for inclusion in the IDP for approval by Council by 30 April (Draft) and by 31 May (Final)	Financial Plan approved by Council by 30 April and 31 May	1	1	1	1	1	
Strategy 6.1.11	Submit the Annual Financial Statements by 31 August to the Office of the Auditor-General	Annual Financial Statements submitted by 31 August	1	1	1	1	1	
Strategy 6.1.12	Improved Asset Management	Compilation of a GRAP Compliant Fixed Asset Register as at 30 June	1	1	1	1	1	
Strategy 6.1.13	Improved Compliance to Reporting Requirements	Adjustments Budget submitted to Council by 28 February	1	1	1	1	1	
Strategy 6.1.14	Unqualified Audit Opinion achieved	Unqualified Audit opinion	1	1	1	1	1	

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGETS				
			2017/18	2018/19	2019/20	2020/21	2021/22	
Strategic Goal 7	Improved confidence in the systems of Local Government							
Strategic Objective 7.1	Improved Good Governance systems	Number of Training initiative for Councillors on Disciplinary Code	1	1	-	1	-	
Strategy 7.1.1	Improved functionality and existence of governance structures	Number of Reports on ward committee functionality	4	4	1	1	1	
Strategy 7.1.2	Improved integrated planning	Implementation of IDP Process Plan	100%	100%	100%	100%	100%	
Strategic Objective 7.2	Reduced incidents of fraud and corruption	% of formally reported fraud, theft and corruption investigations initiated within 30 days after receipt	100%	100%	100%	100%	100%	
Strategy 7.2.1	Improved implementation of fraud prevention plans	% of implemented fraud prevention plans	100%	100%	100%	100%	100%	
Strategic Objective.7.3	Enhanced administrative systems in line with applicable legislation	% of policies reviewed	100%	100%	100%	100%	100%	
Strategy 7.3.1	Improved implementation of consequence management	% of disciplinary cases reported and attended	100%	100%	100%	100%	100%	
Strategy 7.3.2	Improved compliance to applicable legislation	% of adherence to legislated compliance	100%	100%	100%	100%	100%	
Strategic Objective 7.4	Improved Public Participation in municipal processes	Implementation of Public Participation Strategy	100%	100%	100%	100%	100%	
Strategy 7.4.1	Increased stakeholder awareness on public participation	% Adherence to communication strategy	100%	100%	100%	100%	100%	
Strategy 7.4.2	Improved community engagement on issues affecting them (Feedback)	Number of engagement meetings with community	4	4	4	4	4	

SPATIAL RATIONALE

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGETS			
			2017/18	2018/19	2019/20	2020/21	2021/22
Strategic Goal 8	Integrated and sustainable Human Settlement						
Strategic Objective 8.1	Management of informal settlements	Number of reports on informal settlements provided with minimum basic services	4	4	4	4	4
Strategy 8.1.1	Increased Township establishments	No of days for assessment of building plans from date of submission	30	30	30	30	30
Strategy 8.1.2	Approved by law	No of building control by-laws approved by 30 June	1 Draft	1	1	1	1
Strategy 8.1.3	Provision of Basic Services and Maintenance	No. of reports on title deeds transferred to eligible beneficiaries	4	4	4	4	4
Strategic Objective 8.2	Integrated Human settlement housing Models	No. of reports on low cost housing provided by 30 June	4	4	4	4	4
Strategy 8.2.1	Increased implementation of the breaking new grounds strategy (BNG) and the municipal housing sector plan	% monitoring of houses delivered	100%	100%	100%	100%	100%
Strategic Objective 8.3	Land invasion and informal settlements curbing	% of land invasion and informal settlements attended to	100%	100%	100%	100%	100%
Strategy 8.3.1	Provision of land proclaimed	No of reports on portion of land transferred to the Municipality	4	4	4	4	4
Strategy 8.3.2	Improved and controlled Land development	No. of days (90)for attending building contraventions from date of submission	90	90	90	90	90
Strategy 8.3.3	Final Zoning Scheme (Land Use Management System) developed and submitted to Mayoral Co	Number of Madibeng Land use Scheme developed submitted to Council for approval by end of 30 June	1	1	1	1	1
Strategy 8.3.4	Land applications processed	% of land applications processed	100%	100%	100%	100%	100%

KPA 3: LOCAL ECONOMIC DEVELOPMENT

PRIMARY SECTOR

When the Hartbeespoort Dam was filled for the first time in 1925 it gave the town a massive boost, as water from the dam could be used for irrigation. A variety of crops were planted including tobacco, citrus, wheat, vegetables and table grapes.

Today the Madibeng is characterized by a various economy, including vibrant agriculture, mining, and manufacturing as well as tourism sectors. Nonetheless, these sectors at present contribute a huge percentage to the total Gross Geographic Product (GGP), they are capable and have potential to encourage and accommodate economic growth and development. Madibeng is the world's third largest chrome producer and includes the richest Platinum Group Metals Reserve (situated on the Merensky Reef). Manufacturing is the dominant sector, with motor industry related activities predominant. Madibeng Local Municipality, in particular Brits Town is a more formal urban area which has vibrant economic nodes.

THE STRUCTURE OF LOCAL ECONOMY

There are local economic objectives identified within Madibeng Local Municipality as follows:

- Reinforcing the current Brits economic cluster for maximizing the existing competitive advantages;
- Defining the economic development role of MLM;
- Investigating and implementing incentives for the retention and support businesses currently existing in MLM;
- Identification and creation of investment opportunities;
- Ensuring that resources in mining, tourism, agro-industries and manufacturing are utilized economically as well as in an environmental sustainable manner;
- Establishment of politically and technocratic leadership that will connect the potential of the region's main economic sectors and natural resource base;
- Determining economic priorities and establish simplified, user-friendly processes to encourage economic development;
- Creation, promotion and sustaining a single economic forum which is all- inclusive;
- Marketing MLM as an attractive investment destination;
- Reforming bureaucracy and reducing regulations that affect businesses;
- Finding ways and means to invest in rural economic infrastructure and to redress development imbalances;
- Improving physical access to Madibeng by road and rail; and
- Development of various fast track programmes that stimulate short-term economic opportunities.

In order to attain this MLM SDF's objective is to identify and demarcate areas that have high potential level for economic development as well as ensuring that the required movement networks are proposed to support these Economic Activity Areas. Economic Activity Areas in MLM are divided into three categories:

- Mining;
- Economic Corridors; and
- Tourism Areas.

The Madibeng economic activity is dependent on industrial, farming, tourism and little bit on mining activities. The two key economic activities in Madibeng Local Municipality are agriculture (17.7%) and manufacturing (13.3%).

AGRICULTURE

Agriculture is one of the largest contributor the Madibeng income accounting for 17.7% of the economic activity. There are four different types of agriculture which can be identified in the area:

Intensive agriculture

This type of agriculture is the most dominant economic active agricultural sector in Madibeng and it covers nearly the southern half of Madibeng. The areas situated there rely on Crocodile River, Hartbeespoort Dam as well as Rooikoppies Dam for irrigation purpose.

Extensive agriculture

Extensive agriculture is the second most economic active agricultural sector in the region. They are dependent on Moretele River and Tolwane for irrigation as well as rain water.

Game farming

These areas are located in the north-western quadrant of the region, flanked by Rooikoppies Dam and the Elandsberg mountains. Its location makes it accessible to tourists as well as visitors to the game-farming region.

Subsistence agriculture

This type of agriculture is exclusively located in the north-eastern quadrant of Madibeng and is characterised by informal settlements. It is situated along the banks of Tolwane River and irrigation water is extracted from this river. This types of agriculture supplement the income as well as food supply for residents contribute significantly and greatly to the welfare of the communities in this region.

Protection of High Potential Agricultural Land

The Madibeng farming community was then classified into three categories with different development needs;

- Commercial sector farmers,
- Emerging farmers and
- House-hold food security producers.

Most of the emerging farmers are Land Reform beneficiaries and own large areas of land. The challenge is that most of the land needs infrastructural upgrading and the farmers need skills development and capacity building. The production inputs needs is also another challenge with constant cash flow.

Commercial Farming Sector

It is dominated by well established farmers who have knowledge, experience and the means to produce. They serve as the pride of Madibeng because they contribute to the economic development through food production at a close range, as well as jobs creation. The agricultural plant products include vegetables, fruit, field crops and flowers. The animal products are broilers (chicken), dairy products and beef. Pork and egg production are lesser scales in Madibeng. Technical Support is from the Government Development Sectors. Most of the Commercial producers are linked to markets all over the country and some even export their produce.

Emerging Farming Sector

These include the new Land Reform beneficiaries as well as the farmers in the communal areas of Madibeng. Cognizance must be paid to the fact that Madibeng is dominated by resource poor rural villages. Agricultural production is limited to small scale production of environmentally controlled projects. These include chickens, small scale vegetable gardens and pigs for income generation. However, culturally livestock like cattle, sheep, goats, horses and donkeys are kept and also need some care. These generate income in limited levels. They need water, grazing and medication. All of these get technical support from Government Development Sectors.

Household Food Security

These projects are supported mostly by the Department of Social Services and technically by all agricultural development sectors. They are meant to produce food just in small quantities to address the household needs or for poverty alleviation. That is small food-plots in the back yards, few layers for breakfast eggs and some cows for milk production. All of these need financial support for sustainability. All government sectors have a responsibility to address this for a balanced community diet.

MINING

On the western part of Brits town there is mining activity which lies on the Merensky Reef. Mining in Merensky is a resource detailed industry and therefore specific provision has been made in MLM SDF to accommodate this type of development. The location of Merensky Reef next to Bakwena Platinum High way offers opportunities for the integration of mining activities with other economic sectors. There are also small scale mining activities scattered throughout the Madibeng Local Municipality. Within the past few years the area witnessed new open-cast mines. The mining sector in MLM mainly comprises of Platinum Group Metals, Chromium and intensive granite and sand mining.

The mining sector in the area is one of the highest employment creators. Some of the world's richest platinum deposits and the largest chromate reserves are found in Madibeng local municipality. Other mining products include ferrochrome, stone and granite quarries, silica sand and vanadium pentoxide.

The Consortium recognized the point that mining activities in Madibeng Municipality contribute considerably to the local economy and job creation. When sustainable development is the key objective, ways have to be found to bring stability of the resources and simultaneously stimulate economic growth the following industries are identified as high to medium risk industries, which may contribute to the degradation of the environment:

- African National Granite
- Buffelsfontein Chrome
- Eastern Platinum
- Elandskraal Chrome
- Glencore
- Herculite Ferrochrome Mines
- International Ferrochrome
- Kelly Granite
- Krokodilrivier Mines
- Kudu Granite
- Lonmin
- Mangwe
- Pandora
- PPC
- Protea Granite
- Rhombus
- Slab Granite
- Vametco and
- Western Platinum

SECONDARY SECTOR

Manufacturing Sector

There are few companies invested at Madibeng and creating jobs for the community of Madibeng. Some of these companies were awarded land through the Investment Incentive Scheme. Global financial crisis decline of auto industry threatens jobs. Migration of Industries to Tshwane Municipality also threatens the economy.

The following companies create jobs in Madibeng:

- Motor industry/ Auto motive dominates the industrial scene: e.g. Afmit Tools; Bosch
- Granite processing industries manufacturing tombstones.
- Auto cable e.g. CBI
- Agri- processing, e.g. animal feed and juice
- Furniture Manufacturing, e.g. wood processing at Sector Doors, Patcornick
- Packaging material: International bag buyers

TERTIARY SECTOR

Tourism

The Madibeng Local Municipality has three major tourism attractions situated in its area of jurisdiction. The Magaliesberg Mountain ranges extends in the east- west direction across the southern half of Madibeng. It was proclaimed Protected Environmental Area due to its ecological importance and therefore, development on this area must be done bearing in mind that there is least impact on the natural environment.

Hartbeespoort Dam is located in the southern part of Madibeng and is fed by Crocodile River. With regard to tourism, Hartbeespoort Dam is the major open space within Madibeng. The Magaliesberg Mountain Range, Hartbeespoort Dam as well as its shores is preferred by most people for residential purpose as well as weekend-tourist attraction.

Historical and Archaeological Sites are located in the Magaliesberg and Witwatersberg surroundings. Situated on the south of Witwatersberg is the Cradle of Humankind which is proclaimed as a World Heritage Site. There are also farm buildings dating back to the 20th century which are proclaimed National Monuments as well as archaeological site on these mountain ranges of Magaliesberg and Witwatersberg. Also historic elements such as old forts and fortifications of historic battlefields including categorizations of prehistoric farming, mining, metal production as well as village building in Africa.

Madibeng is rich in culture and heritage, and to increase the length of stay of tourists in the area a list of things to do and places of interest are listed below:

Arts & Culture: at Damdoryn offers, amongst others, a wide variety of handmade curio and other interesting items. Visitors are also treated to traditional music and dances. Art Another place of cultural interest is the Vredesboom, or "Peace Tree" under which negotiations took place after the Battle of the Crocodile in 1864. The Karee tree is about 7km outside of Brits. There are a number of Art Galleries in and around the Hartbeespoort Dam Area, i.e. Edwards Fine Art Gallery, Jo Roos Studio Gallery and Chris Tugwell Art Gallery

Science & Nature: Natural attractions of the town include the 40,000ha Vaalkop Dam Nature Reserve where bird-watchers can spot over 340 species. The De Wildt Cheetah Research Centre, which specialises in breeding cheetah and other endangered species. The owl rescue centre at Hartbeespoort Dam

Entertainment: Famous herbalist Margaret Roberts has her wonderful herb garden in Brits, and visitors can view the garden and buy her herbal products. Hartbeespoort are also the home of the Welwitchia Country market, Harties aerial cableway, monkey- and elephant sanctuary, crocodile farm, as well as snake and animal park

Sport: The well known Hartbeespoort Dam is extremely popular for its water sports, i.e. fishing, sailing, boating and water-skiing. The adventure lovers can enjoy, amongst others, river rafting and abseiling. There is also a number of excellent golf courses in the Madibeng area.

Holiday accommodation: The Madibeng area is well known for numerous privately owned game farms, holiday accommodation and camping sites. It also hosts four RCI Resorts, i.e: Magaliespark, Mount Amanzi, Seasons Spa and Dikhololo

Compliance

- Re-zoning processes through Municipal Departments for new businesses. e.g. Town planning Division
- Assistance with accessing and grading processes through partnerships
- Tourism road signs e.g Municipal roads
- Tour Guides
- Tour Operators

Tourism Associations

- The Tourism Association is the structure that comprises of the well establish and emerging tourism business owners.
- The aim of the structure is for the players in the industry to market and develop tourism in the area as a collective.
- The Municipality needs to support these structures because they contribute towards the growth of the local economy and job creation.
- The Harties Tourism Association is active in promoting and marketing tourism in the area

KPA 4: FINANCIAL VIABILITY

Financial Analysis

The financial strategies of a municipality should recognize the Constitutional and legislative mandate of local government in respect of developmental local governance (budget alignment to IDP priorities), as well as various financial reforms applicable to local government (viz. implementation of MFMA, GAMAP/GRAP etc.) – which now forces a paradigm shift in respect of municipal financial planning and management.

Madibeng Local Municipality is phasing a rapid development or growth, which essentially means that whilst there is infrastructure that requires continued maintenance and/or rehabilitation, there is a huge demand for new infrastructure to cater specifically for backlogs and previously under-serviced areas. This obviously requires significant resources, and as such Madibeng financial strategy has been determined based on the financial management reforms principles

The Council's Support to Indigent Households

The Council has a policy whereby household with monthly income of not more than two state pensioners allowance for the proceeding three consecutive months shall be receive subsidy from date of registration. Services are subsidizes in terms of the approved policy.

We summarize below amounts and number of households subsidized in the previous financial year.

Free Basic Services	No of Households
Registered indigent	3 752
Free basic electricity (50 kwh) from Eskom	14 297
TOTAL	18 049

Total Budget

National Treasury has set out the requirements for funding the budget and producing a credible budget. Attention was given to Section 18(1) of the MFMA, which states that an annual budget may only be funded from:

- Realistically anticipated revenues to be collected;
- Cash-backed accumulated funds from previous years' surpluses not committed for other purposes; and
- Borrowed funds, but only for the capital budget referred to in section 17(2).

Achievement of this requirement in totality effectively means that a Council has „balanced“ its budget by ensuring that budgeted outflows will be offset by a combination of planned inflows.

The 2017/18 MTREF has been compiled taking into account:

- GDP growth rate is forecasted to increase by 1.3 per cent in 2017 and to improve moderately over the medium term with to 2 per cent and 2.2 per cent in 2018 and 2019 respectively.
- The unemployment rate was 26.5 per cent in the fourth quarter of 2016.
- The Macro-Economic Performance and Projections such as headline inflation forecast. The inflation forecast is estimated to be as follows:

Fiscal Year	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Estimate	Forecast	Forecast	Forecast
CPI Inflation	4.6%	6.4%	6.4%	5.7%	5.6%

Description	Approved Budget 2017/2018	Adjustment Budget 2017/2018	Budget Year 1 2018/2019	Budget Year +1 2019/2020	Budget Year +2 2020/2021
	R'000	R'000	R'000	R'000	R'000
Operating Revenue	1 688 185		1 808 864	1 930 809	2 052 754
Operating Expenditure	2 293 154		2 336 601	2 397 038	2 457 475
Surplus/(Deficit)	(604 969)		(527 737)	(466 229)	(404 721)
Capital Expenditure	301 005		324 486	357 935	384 739
TOTAL BUDGET	(303 964)		(203 251)	(108 294)	(19 983)

Summary of Projected Revenues

Description	Approved Budget 2017/18	Adjustment Budget 2017/18	MTREF		
			Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
	R'000	R'000	R'000	R'000	R'000
Property Rates	303 530	303 530	321 438	340 082	358 725
Service Charges - Electricity revenue	472 396	472 396	500 108	528 047	555 986
Service Charges-Water	150 378	150 378	159 945	168 676	177 406
Service Charges - Sanitation revenue	37 583	37 583	39 532	41 476	43 419
Service Charges - Refuse revenue	32 553	32 553	33 481	35 399	37 318
Rental of Facilities and Equipment	1 270	1 270	1 345	1 423	1 501
Interest earned - External Investments	5 500	5 500	5 825	6 162	6 500
Interest Earned - Outstanding debtors	85 000	85 000	90 000	95 000	100 000
Fines	2 000	2 000	2 013	2 025	2 037
Licences and Permits	4 000	4 000	4 118	4 241	4 364
Agency services	9 000	9 000	9 236	9 482	9 728
Transfers and Grants – Operational	571 733	571 733	627 800	683 960	740 120
Other Revenue	13 242	13 242	14 023	14 837	15 650
Total Operating Revenue	1 688 185	1 688 185	1 808 864	1 930 809	2 052 754

Proposed Tariff Increase Percentage

Description	Approved Previous Year 2016/17	Approved Current Year 2017/18	MTREF		
			Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Property rates	0.0%	0%	5.7%	5.6%	5.7%
Electricity	7.6%	0.31%	5.7%	5.6%	5.7%
Water	6.6%	6.4%	14.7%	5.6%	5.7%
Sewerage	6.6%	6.4%	14.7%	5.6%	5.7%
Refuse Removal	6.6%	6.4%	5.7%	5.6%	5.7%
Surcharges	6.6%	6.4%	5.7%	5.6%	5.7%
Other services	6.6%	6.4%	5.7%	5.6%	5.7%

Operating Expenditure

Severe constraints were placed on the development of the Operating Budget; however Council was conscious to keeping increases in expenditure, in line with the macro limits imposed by National Treasury. Furthermore, the Council will as required by the Municipal Financial Management Act to produce credible and balance budget. The following funding choices were considered when prioritizing the activities to be funded:

Description	Approved Budget 2016/17	Adjustment Budget 2016/17	Budget Year 1 2017/2018	Budget Year +1 2018/19	Budget Year +2 2019/2020
	R'000	R'000	R'000	R'000	R'000
Employee Related Expenses	380 852	380 852	405 123	428 620	452 117
Remuneration of Councillors	27 000	27 000	28 593	30 251	31 910
Bad Debts Provision	270 000	270 000	285 000	300 000	315 000
Depreciation	604 762	604 762	557 403	530 152	502 902
Repairs & Maintenance	83 940	83 940	89 221	94 396	99 570
Interest : External Borrowing	100 000	100 000	107 655	108 419	109 183
Bulk Purchases	549 800	549 800	581 900	613 100	644 300
Contracted Services	145 400	145 400	148 320	151 190	154 060
Indigents House Hold Subsidy	10 000	10 000	10 590	11 204	11 818
General Expenses	121 401	121 401	122 797	129 706	136 615
Total Operating Expenditure	2 293 154	2 293 154	2 336 601	2 397 038	2 457 475

Capital Budget

The Capital Budget for the 2017/2018 financial year has been projected at R 301million. It is an increase of R 42.7 million or 14% from the Adjustment Capital Budget. The two outer financial years the Capital Budget is projected at R 326.4 million and R 357.9.

The proposed Capital Budget is entirely based on the IDP priorities of the municipality in order to achieve National targets on service provision. The IDP as the principal strategic planning instrument has guided and informed the planning during the budget process.

PROJECT DESCRIPTION	Approved Budget 2016/2017	Adjustment Budget 2016/2017	Budget Year 1 2017/2018	Budget Year +1 2018/2019	Budget Year +2 2019/2020
	R'000	R'000	R'000	R'000	R'000
MIG	287 005	287 005	304 486	322 935	341 384
INEP	14 000	14 000	22 000	35 000	48 000
Provincial Grant	–	–	–	–	–
TOTAL FINANCING	301 005	301 005	326 486	357 935	389 384

Description	Approved Budget 2016/2017	Adjustment Budget 2016/2017	Budget Year 1 2017/2018	Budget Year +1 2018/2019	Budget Year +2 2019/2020
	R'000	R'000	R'000	R'000	R'000
Equitable share	567 442	567 442	625 845	681 745	737 645
Financial Management Grant	1 700	1 700	1 955	2 215	2 475
Expanded Public Works Programme	2 591	2 591	–	–	–
Library Grant	–	–	–	–	–
Municipal Infrastructure Grant	287 005	287 005	304 486	322 935	341 384
Integrated National Electrification	14 000	14 000	22 000	35 000	48 000
Total Grants & Subsidies	872 738	872 738	954 286	1 041 895	1 129 504

The percentage of Capital Budget allocation per categories is as follows:

Priorities	2017/18	2018/19	2019/20
Water	41%	29%	31%
Sanitation	3%	21%	27%
Refuse Removal	0%	2%	2%
Roads, Storm-water & Taxi rank	44%	34%	29%
Electricity	5%	7%	10%
Community hall, Library and Cemeteries	2%	2%	0%
Sports and Recreational Facilities	4%	1%	1%
LED Programmes	0%	4%	0%

Financial Plan

The focus here is to outline the role of forecasting as a critical tool of local government finance and to provide guidelines to strengthen local public finances in improving the financial management. In particular, proper financial management must: adequately control the total level of revenue and expenditure; appropriately allocate public resources among functional areas and programs; and, ensure that departments operate as efficiently as possible.

This Plan is prepared in terms of Section 26(h) of the *Local Government: Municipal Systems Act*, as amended, which stipulates that municipalities must prepare a financial plan as part of their Integrated Development Plan. The five-year Financial Plan includes an Operating Budget and Capital Budget, informed by the IDP priorities. It takes into account the key performance areas of the IDP. All programmes contained in the Budget are reflected in the IDP.

The key benefit of financial planning and budgeting is that it gives stakeholders the opportunity to stand back and review their organizational performance and the factors affecting operational requirements. These can include:

- ☐ greater ability to make continuous improvements and anticipate problems
- ☐ sound financial information on which to base decisions
- ☐ improved clarity and focus
- ☐ a greater confidence in your decision-making

In contrast with accounting records, which are retrospective, a financial planning or in simple terms budgeting is generally a projection of future revenues and expenditures. At a minimum, a financial plan is used to control financial transactions as well as a management and planning tool. Because local government provides services, forecasts are needed to plan for and control the receipt and expenditure of monies to meet these ends.

The Operating Budget Forecasts

Budget figures are broken down even further to provide operational expenditure information for the different programmes, departments (votes) or functions.

The Capital Budget Forecasts

On the capital side municipalities need to develop a coherent infrastructure investment plan, which sets out how they will achieve infrastructure targets, and mobilise public and private funding sources for this purpose. The development of integrated development plans and financial plans provides an opportunity for municipalities and other spheres of government to discuss and prioritise public investment in the area. The IDP is the basis through which the needs of the Municipality are identified and its priorities are set. The Capital Budget is allocated to covers the higher priority projects in the IDP.

Budgeting Target Forecasts

Municipalities require access to adequate resources and budgetary powers to fulfil their assigned functions. Municipalities need to have access to adequate sources of revenue - either own re-sources or intergovernmental transfers - to enable them to carry out the functions that have been assigned to them. Municipalities should be encouraged to fully exploit these sources of revenue to meet their developmental objectives. They also should have reasonable certainty of revenue to allow for realistic planning and should ensure efficient allocation of these financial recourses.

Linking the IDP and the Budget

The general principle in constructing a municipal budget is that the developmental policy proposals that are contained in the IDP of the municipality must be costed and budgeted for. Having looked at the municipality's IDP, you may want to verify whether priority issues have also been budgeted for in alignment with the IDP documentation. This information should, at least to some extent, be found in the municipality's budget.

Alignment for the capital budget to the IDP occurred mostly at a project level and not necessarily at a strategic level. Having undertaken an assessment of spending patterns against IDP Priorities, it was found that the IDP and the Budget (Operating and capital) is actually more aligned to the IDP than originally expected. But, the allocation of the budget (operating and capital), is something that need to be addressed through the development of a prioritization/allocation model against IDP priorities aligned to financial strategies.

Financial Management Policies

Section 62 of Municipal Finance Management Act stipulates that municipalities are responsible for managing the finances, by ensuring effective, efficient and economic use of resources. Therefore proper financial management policies and procedures that can able financial planning, effective implementation of budget, reporting of actual expenditure and revenue and early introduction of necessary intervention measures will be critical in ensuring complete compliance with this legislative requirements.

The following financial management policies are forming part of the Budget and IDP Review:

- Budget Policy
- Rates Policy
- Credit Control and Debt Collection Policy
- Debt write off policy
- Cash Management and Investment Policy
- Indigent Policy
- Supply Chain Management Policy

Madibeng is currently fully reliant on grant funding to address the huge backlog in infrastructure. The taking up of loans for capital funding is also problematic due firstly to the affordability of loans given the municipality's current debt level, but also given the current collection level of the outstanding debtors. This then also impacts on Council's ability to address revenue allocation for previously unserved areas from internal resources.

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Water and Sanitation

GEOGRAPHY BY PIPED WATER FOR HOUSEHOLD WEIGHTED¹

	2011
Piped (tap) water inside dwelling/institution	35,662
Piped (tap) water inside yard	73,520
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	16,557
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	6,121
Piped (tap) water on community stand: distance between 500m & 1000m (1km) from dwelling /institution	2,906
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	2,016
No access to piped (tap) water	23,942
Above RDP Standard	125,739
Below RDP Standard	34,985
% Below RDP Standard	22%
Total Number of HH	160,724

Piped Water

The provision of water and sanitation services is the responsibility of a Water Services Authority (WSA). The MLM is a WSA in terms of the Municipal Structures Act (Act 117 of 1998) and is therefore responsible for providing water and sanitation services to all residents within its area of jurisdiction in an economical, efficient, sustainable and equitable manner.

The MLM is informed by the Water Services Act (Act 108 of 1997) which makes provision for access to, the planning of as, well as the management of water services (water and sanitation) and infrastructure. The National Water Act (Act 36 of 1998) relates to the management and protection of South Africa's water resources, including shared waters with neighbouring and inclusive countries. The MLM falls within the Crocodile (West) and Marico Water Management Area with the most prominent water resources being the Crocodile River and the Hartbeespoort Dam, Rooikoppies Dam and Klipvoor Dam.

Sec.139 (1)b Implementation

- ▶ Municipality's Water and Sanitation services was placed under s139 of the constitution since 23 March 2015
- ▶ Department of Water and Sanitation has given Magalies water directive to assist with the operation of bulk services for water and sanitation
- ▶ Joint Operating Centre has been established by the Province

Overview : Water Services²

Demographics		
Item	Description	Comment
Total population	477,381	Projected to grow at 3.1 % per annum. The unemployment rate is 41.7 %.
No. of household consumer units	102,060 - Free Basic Water (All consumer in Madibeng receive Free Basic but subject to the current policy review)	Projected to grow at 3.1 % per annum. The number of households considered poor (income less than R1 100 per month) is 66 %.
Level of service		
Water backlog (households)	14,834 <ul style="list-style-type: none"> Lack of leverage and funding to respond to demand Lack of alignment of planning between municipality and private sector 	Current projects to address the backlog 300m capital injection to address the backlogs

¹ STATS SA Census 2011

² Water Service Delivery Plan, 2012

Demographics		
Item	Description	Comment
Supply and demand		
Water demand	57,700 Ml/year (158)	Projected to increase at 10% per annum. An additional supply of 19 232 Ml/year (52.9 Ml/day) will be required by Year 5 to meet the demand at the current rate of loss.
Water supply Total of all the water scheme	35,703 Ml/ year (98 Ml/day)	Water supply is provided by Rand Water, Magalies Water, boreholes and a few private treatment plants. The supply includes 1,340 Ml/year supplied to the mines by Madibeng. Ml/day)
Paid consumption	28,105 Ml/year (77 Ml/day)	Improved metering, billing and revenue collection is required to increase payment for water.
Total losses	29,595 Ml/year (81 Ml/day)	Includes physical (leaks) and managerial (unauthorised connections, unbilled connections, uncollected revenue) losses.
Percentage loss	51%	Anticipated to decrease by 10% per annum to 26 % at Year 5 through well managed leak repair programs and strategies to reduce unauthorised connections and improve metering, billing and revenue collection.
Treated effluent returned to resource	4,497 Ml/year (12.3 Ml/day)	Projected to increase at 10% per annum.

Households Water³

Level of Service	No of Households
No Formal Water Infrastructure	16,173
Total Below RDP Water Households	1,6504
No Formal Water Infrastructure Households	4,621
Piped water inside dwelling Households	44,325
Piped water inside yard Households	31,820
Distance Below 200m Households	16,014
Distance greater than 200m Households	8,863
Borehole Households	2,961
Spring Households	32
Rain-water tank Households	345
Dam/pool/stagnant water Households	250
River/stream Households	128
Water vendor Households	1,828
Other Water Households	2,039
Total households	217,394

Residential water services delivery access profile: Water³

The past year water services access profile is compiled from the water services planning baseline figure and includes as Year-4 (FY2011), the Census 2011 service level profile for the Local Municipality of Madibeng.

Census Category	Description	Year 0		Year -4	
		FY2015		FY2011	
		Nr	%	Nr	%
Piped (tap) water inside dwelling/institution	House connections	56 985	33%	35 655	22%
Piped (tap) water inside yard	Yard connections	77 453	45%	73 518	46%
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	Standpipe connection < 200 m	27 217	16%	16 551	10%
Sub-Total: Minimum Service Level and Above		161 655	94%	125 724	78%
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/ institution	Standpipe connection: > 200 m < 500 m	4 071	2%	6 120	4%
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling/institution	Standpipe connection: > 500 m < 1 000 m			2 907	2%
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/ institution	Standpipe connection: > 1 000 m			2 016	1%
No access to piped (tap) water	No services	5 844	3%	23 931	15%
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/ institution	Standpipe connection: > 200 m < 500 m	4 071	2%	6 120	4%
Sub-Total: Below Minimum Service Level		9 915	6%	34 974	22%
TOTAL NUMBER OF HOUSEHOLDS		171 570	100%	160 698	100%

³ Interim Water Services Development Plan, 2016

Residential water services delivery access profile: Sanitation³

Census Category	Description	Year 0		Year -4	
		FY2015		FY2011	
		Nr	%	Nr	%
SANITATION (ABOVE MIN LEVEL)					
Flush toilet (connected to sewerage system)	Waterborne	46 005	27%	43 656	27%
	Waterborne: Low Flush	0	0%		0%
Flush toilet (with septic tank)	Septic tanks / Conservancy	17 497	10%	7 875	5%
Chemical toilet	Non-waterborne (above min. service level)	25 309	15%	1 575	1%
Pit toilet with ventilation (VIP)				13 668	9%
Other		0	0%		0%
Sub-Total: Minimum Service Level and Above		88 811	52%	66 774	42%
SANITATION (BELOW MIN LEVEL)					
Pit toilet without ventilation	Pit toilet	66 648	39%	78 285	49%
Bucket toilet	Bucket toilet			3 051	2%
Other toilet provision (below min. service level)	Other	4 395	3%	3 276	2%
No toilet provisions	No services	11 716	7%	9 312	6%
Sub-Total: Below Minimum Service Level		82 759	48%	93 924	58%
TOTAL NUMBER OF HOUSEHOLDS		171 570	100%	160 698	100%

GEOGRAPHY BY TOILET FACILITIES FOR HOUSEHOLD WEIGHTED¹

	2011
Flush toilet (connected to sewerage system)	43 663
Flush toilet (with septic tank)	7 875
Chemical toilet	1 576
Pit toilet with ventilation (VIP)	13 671
Pit toilet without ventilation	78 295
Bucket toilet	3 049
Other	3 274
None	9 321
Unspecified	-
Above RDP Standard	145 080
Below RDP Standard	93 939
% Below RDP Standard	58%
Total Number of HH	160 724

Overview : Sanitation Services³

Level of Service	No. of Households
Total Below RDP Sanitation	42855
Flush Toilets Connected to sewerage system	44405
Flush Toilets connected to septic tanks	2444
Chemical Toilets	826
Pit latrine with ventilation	11735
Pit latrine without ventilation	37123
Bucket System	0
No Sanitation	4889
Total households	217394

¹ STATS SA Census 2011

² Water Service Delivery Plan, 2012

³ Interim Water Services Development Plan, 2016

Insufficient and Inadequate Infrastructure : Backlogs²

Water	Sanitation
<ul style="list-style-type: none"> • More than 80 % of the households have access to water services either bulk, full, intermediate, informal intermediate or basic supply. • Out of the estimated 102,060 households 14 834 (15.4 %) of the households do not have access to basic water supply. • The number of households with access to free basic water increased from 68 824 in 2004/5 to an estimated 75 706 in 2006/07. 	<ul style="list-style-type: none"> • 52 300 (51%) of the households do not have access to basic sanitation services. • RDP level of service (VIP) is at 9.5 % and > RDP at 39 %. • 1.8 % are servicing themselves in terms of intermediate services. • Of those with water borne sanitation, 83% of customers are serviced by Madibeng and an estimated 17% are servicing themselves using package plants. • Approximately 9 700 VIP's/Enviroloos are in use in Madibeng but the majority of rural scattered areas only have a very basic sanitation system i.e. pit latrine or septic tank. Provision is made in the long term to assist these consumers with sanitation. • The mine villages, hostels and offices and the forestry villages have access to water borne sanitation systems. The sewage is treated by private waste water treatment works, 33 septic tank systems or package plants.

Water Purification Plants²

Brits Water Purification	Hartbeespoort Water Purification	Challenges
<p>The present design capacity of the plant is 60 MI per day and extracts its raw water directly from the Crocodile River downstream from the Hartbeespoort Dam. The current 60MI/d capacity was only planned to cater for the former Brits Council only.</p> <ul style="list-style-type: none"> • Water Supply from Brits increased to previously marginalized areas <p>The water works is critically overburdened and has serious capacity shortfalls in terms of water quantity</p> <p>Demand is 80 MI per day and in Peak Season 108MI per day</p>	<p>The design capacity of this plant is 10 MI per day and extracts directly from the Hartbeespoort Dam</p> <p>Over utilized as demand is 11MI per day Demand in peak season is 15MI per day</p>	<ul style="list-style-type: none"> • Poor Raw Quality from the Dam • Lack of bulk infrastructure to unlock development potential • Mines disproportionate consumption of potable water • Influx caused by the mines • Lack of water reticulation infrastructure in predominantly rural and tribal areas • Some areas cannot be developed due to shallow mining and environmental sensitivities • Illegal land invasion/squatting • Ageing Equipment at the works compromising quantity and quality • Utilization of old and outdated Technology due to funding constraints

Water Schemes²

Component	Description of the main functional tasks	Responsibility./Challenges
Brits Water Scheme	Supplies Brits, Sonop and Oskraal, Lethlabile, Madidi, Oukasie	Madibeng
Hartbeespoort Water Scheme	Supplies Hartbeespoort area, Kosmos, Schoemansville, Xanadu Kommandonek, Meerhof and Melodie	Madibeng/DWAF
North East ODI1 Water Scheme	Supplies Kgabaletawane, Hebron, Erasmus and Klipgat	Sandspruit/City of Tshwane, Currently water restriction despite bulk account payments
West Water Scheme (West ODI2)	Supplies Segwalene, Modderspruit, Majakaneng, Bapong, Wonderkoppies, Western Plants and Barnardsvlei	Rand Water
Hartbeespoort South Supply Scheme	Provision of water the settlements in Kalkheuweil, Ville D'Afrique, Ille du Lac, Rubena, Pecan Wood, Eagles Landing, Kudala, Club Nautique, Bayshore, Lakeland, Kingfisher Village, Skeerpoort, Mount Cashan	Madibeng
Ward Scheme (Boreholes)	Rural settlements: Kwarriekraal West, Kwarriekraal South, Kwarriekraal, Klipvoorstad, Ga-Rasaii, Assen, Fafung, Jonathan, Sephai, Boikhutsong Informal, Boikhutsong Informal East, Legonyane, Ga-Tsefoqe, Koedoespoort North, Koedoespoort, Makkgabetswane, Ga-Moti, Garantlapane, Beestekraal	Currently Declared as a Rural Ward Awaiting Council Resolution

² Water Service Delivery Plan, 2012

Existing Pump Infrastructure²

Pump station site name	Reservoir / zone supplied	No. of pumps	Remarks
Raw Water Pump station	Brits Water Treatment plant	8	Parallel
Lethlabile Tower	Lethlabile Tower	1	Ns
Mothutlung	Mothutlung	3	Parallel
Brits Town	Brits Reservoir	5	Parallel
Mmakau	Mmakau Reservoir	3	Parallel
Elandsrand Pump station	Elandsrand	4	Series & Parallel
Bapong Pump station	Brits Bulk Supply	3	Parallel
Mothutlung	Mothutlung	3	Parallel
Mmakau	Mmakau Reservoir	3	Parallel
Total		36	

Hartbeespoort Infrastructure²

Kommandonek WPP Pump station	Kommandonek Reservoir	Pumps	Parallel
Kosmos East Booster Pump	Kosmos East Upper	1	Parallel
Schoemansville WPP	Schoemansville & Karel streets	2	Parallel
Schoemansville Booster Pump	Schoemansville high level zone	1	

Water Losses

- Network losses : 55% unaccounted for water losses
- Technical losses – 20%
- Non Technical losses – 35% (mainly illegal connections)

Wastewater Works²

Brits Wastewater	Mothutlung	Rietfontein	Lethlabile
Capacity 12 Ml/day Current load 9 Ml/day Compliance – 30% Technology New Plant Modified UCT Old Plant Bardenpho Discharge Effluent to Crocodile River	Capacity 1 Ml/d Current load 0.4 Ml/day Compliance – None (Vandalized) Technology Biofiltration Pond System Discharge Effluent to Kgowa Spruit	Capacity 5 Ml/d Current load 3 Ml/day Compliance – 50% Technology New Plant Modified UCT Old Plant Bardenpho Discharges to the Swartspruit	Capacity 3 Ml/d Current load 2 Ml/day Compliance – 20% Petro System Ramogathle Spruit

The wastewater treatment plant treats predominantly domestic effluent with the exception of Brits wastewater which treats domestic and industrial effluents. The municipality has secured grant funding for the rehabilitation of four wastewater system, i.e. bulk wastewater infrastructure as well as connector pumps stations. The objective is to upgrade the existing waterborne sewer system to meet the technical and operational requirements in order to render sewer services in a sustainable manner. All upgrade actions will be conducted in alignment with Green drop requirements.

The scope of the four wastewater treatment (Lethlabile, Brits, Rietfontein and Brits wastewater works, involves the upgrading of the electrical-, mechanical-, civil- safety- security- and communication instrumentation components. The rehabilitation is a multi-year implemented project

The Local Municipality of Madibeng owns most of the water services infrastructure which has been established to service its urban- and rural settlements. The following water supply schemes services the Madibeng customers:

1. **Brits Water Supply Scheme:** supplying treated water to the Brits urban centre including Oukasie, Elandsrand and Damonsville as well as rural dense communities to the west, and north-east of Brits including Bapong, Modderspruit and Majakaneng to the west Mothutlung and Mmakau to the east and Lethlabile, Maboloka, Rabokala, Lerulaneng, Ntsopilong, Rankotia, Lethabong, Lethlakaneng, Jericho and Madidi to the north-east. Bulk water connections have also been established to the Sonop urban settlement to the west of Brits, Losperfontein and the De Kroon Mine.

Raw water is abstracted directly from the Crocodile River downstream from the Hartbeespoort Dam and treated at the Brits Water Purification Plant which has been supplied with a capacity of 60 Ml/d. Treated water is pumped via eight (8) pump stations to several bulk reservoirs to supply potable water to approximately 86 000 households as well as to several mines, industries, businesses and public amenities.

Due to the rapid expansion of the Brits Water Supply Scheme, the capacity of the bulk water infrastructure including the capacity of the water treatment plant, is insufficient to cater for the demand. The capacity of the Brits Water Purification Plant is currently being increased by 20 Ml/d as funded through the Department of Water and Sanitation's Regional Bulk Infrastructure Programme (RBIG).

It should be highlighted that as a result of the capacity restrictions of the Brits Water Supply Scheme that several boreholes have been established or re-commissioned in several of the settlements which are being supplied by the scheme in order to augment the bulk water supply.

2. **Hartbeespoort (Schoemansville) Water Supply Scheme:** supplying water to the urban settlements established to the north of the Hartbeespoort Dam including Schoemansville, Kosmos, Caribbean Beach and Kosmos Ridge as well as a bulk water supply point to the Magalies Golf Estate. The scheme also extends to Melodie, Ifafi, Xanadu and Meerhof on the eastern banks of the Hartbeespoort dam, however due to capacity restrictions, bulk water supply to these residents are augmented from the Rand Water (Pelindaba) bulk water scheme.

Raw water is abstracted directly from the Hartbeespoort Dam and treated at the Hartbeespoort Water Purification Plant which has been supplied with a capacity of 10 MI/d. Treated water is pumped to the surrounding area as well as to the Kommandonek Reservoir from where it is supplied mostly via gravity to approximately 5 700 households as well as to several businesses and public amenities. Two (2) booster pump stations are operated to ensure adequate supply to high lying areas in Schoemansville and Kosmos East.

3. **North East ODI 1 Water Scheme:** bulk water is supplied from the City of Tshwane to service the settlements of Mmakau (eastern portion), Kgalabatsane, Hebron, Klipgat (including Mapoch) and Dipompong, Moiletswane and Buffelsdoorn. It should be highlighted that the infrastructure supplying water to these settlements formed part of the historic Rand Water ODI 1 scheme, of which the components within the Madibeng area of jurisdiction was transferred to Madibeng, except for the bulk pipeline through Hebron and the Ga-Rankuwa Industrial Reservoir which was transferred to the City of Tshwane as a result of agreement reached between the City of Tshwane and the Local Municipality of Madibeng.

Approximately 22 000 households are serviced through this scheme, however, bulk water supply restrictions are in place due to capacity restrictions in the City of Tshwane ODI 1 scheme. In order to augment the bulk water supply, boreholes are being established or re-commissioned.

4. **West Water Scheme (West ODI 2):** the rural dense settlements to the south west of Madibeng is serviced from the historic ODI 2 water scheme which was transferred to the Local Municipality of Madibeng in 2004. Bulk water is however supplied from the Rand Water Marikana System to approximately 15 800 households. It should be noted that initially, Bapong, Modderspruit and Majakaneng was also supplied from the Rand Water Marikana System, however as of 2004/2005 infrastructure has been established to supply bulk water from the Brits Water Supply Scheme.

5. **16 off Rural Water Supply Schemes** several of Madibeng's rural settlements are serviced through localized community borehole schemes, including:

- Kwarriekraal
- Klipvoor
- Ga-Rasai
- Mankgekgetha & Jonathan
- Fafung
- Sephai
- Makgabetlwane
- Legonyane
- Ga-Tshefoqe
- Ga-Moti
- Ga-Rantlapane
- Kgomo-Kgomo (Rooival)
- Shakung
- Madinyane
- Ga-Tsogwe
- Mmakaunyane

It should be noted that several of the Madibeng settlements are not serviced by the municipality including private developments to the south of the Hartbeespoort dam as well as many rural scattered communities.

The following wastewater treatment schemes have been established to provide wastewater collection- and treatment facilities to certain communities in the Local Municipality of Madibeng:

Brits: a 14 MI/d WWTW which serves Brits, Oukasie, Elandsrand, Damonsville and Mothutlung Ext. 1 and Ext 2

Hartbeespoort (Rietfontein): a 7 MI/d WWTW which serves Schoemansville, Melodie, Meerhof, Ifafi and Xanadu Exo Park

Lethlabile: a 3 MI/d WWTW which serves Lethlabile

Mothutlung: a 1 MI/d WWTW which serves Mothutlung excluding Ext 1 and Ext 2

There are also several sewage treatment plants which have been established by others including:

- Sonop
- Mooinooi
- Pelindaba
- Losperfontein
- Mines
- Private developments

In addition to numerous localized groundwater supply schemes, 4 water supply schemes as well as 4 wastewater schemes are to be operated by the local municipality in line with existing regulations and standards.

The Local Municipality of Madibeng performs most of the water services provision function within its area of jurisdiction. There are however also the following additional Water Services Providers:

- Magalies Water Board: is the Water Services Provider for the rural water supply schemes which relies predominantly on groundwater;
- City of Tshwane: is the bulk Water Services Provider for supplying bulk water to the North East ODI 1 Water Scheme
- Rand Water: is the bulk Water Services Provider for supplying bulk water to the West Water Scheme (West ODI 2) as well as augmenting bulk water to the Hartbeespoort (Schoemansville) Water Supply Scheme and other industries and mines within Madibeng
- Mines: several of the mining companies are responsible for the water services provision of its housing areas, example Mooinooi
- Private Institutions: several developments and other institutions are responsible for water services provision for its own premises example, Pelindaba, Pecanwood Estate, etc.
- Department of Public Works: is responsible for water services provision in Losperfontein

Blue and Green Drop Status²

BLUE DROP				
Water Supply Agent	Log Position	Score 2012	Score 2011	Score 2010
Madibeng	7	57.93	36.72	4

GREEN DROP				
Water Supply Agent	Log Position	Score 2013	Score 2011	Score 2009
Madibeng	9	44	6.6	0

Water Service Development Plan

The Water Service Development Plan has been completed for 2011/2012. A review is underway on route to Council and is subject to public participation for final approval and adoption. An Interim Water Services Development Plan was developed during 2016 for incorporation in the IDP as prescribed by the Water Service Act, Act 108 of 1997 and features on pages 139 to 142 of this document.

Provision of Water Services

The Municipality is a water services authority and provides 50% of water to consumers and the rest is provided by Rand water and Odi retail.

Water Priority	Water Need Description	Population	Households	Households with Access	%Diff
Definition 1	No Water Services	45853	9589		
Definition 2	Inadequate RDP Infrastructure Need: Extension	0	0		
Definition 3	Inadequate RDP Infrastructure Need: Upgrade	24536	5315	5315	
Definition 4	Inadequate RDP Resource Need	0	0		
Definition 5	Inadequate RDP Management Need: O&M	0	0		
Definition 6	Inadequate RDP Management Need: Refurbishment	0	0		
Definition 7	Inadequate Housing Interim Solutions	0	0		
Definition 8	Inadequate Housing Permanent Solutions	0	0		
Adequate:	Stand Pipe	236212	50636	50636	
Adequate:	Yard Connection	29015	7131	7131	
Adequate:	House Connection	120593	25602	25602	
TOTALS		456209	98274	88684	90.24%

Residential Consumer Units

Water Source	Water Level	Population	%	No of House-holds	Demand l/c/d
Unaccounted for	Not specified	2,341	0.42	429	ns
None own resources	Stand pipe Type 1 (<RDP)	24.536	5.4	5.511	10
Rural RDP	Stand pipe within 200m of all consumers Stand pipe-Type II (RDP)	211.308	46.5	47.458	25
Rural Low ¹	Formal planned system	26.682	5.9	6.022	34.5
Rural Medium ²	Formal planned system urban yard connection	57.352	12.6	13.699	169
Specific ³		10.654	2.3	41	
Urban Low ⁴	Formal planned system-urban yard connection	57.352	12.6	13.699	169
Urban High ⁵	Formal full reticulation	62.033	13.7	14.000	210
Total		456,637	100	102,060	

1. Rural Low refers to 80% Stand Pipe Connection, 15% rural yard connection and 5 % rural house connection.
2. Rural Medium refer to 60% rural yard connection 20% rural house connection and 20% RDP Stand Pipe Connections
3. Specific means private (mines, Industrial areas etc.)
4. Urban Low refers to 75% urban house connection and 15% urban yard connection.
5. Full formal Reticulation refer to 100% urban house connection.

No. of Households With No Access to Basic Level of Services (Current Backlogs)

Service	Backlog (households)	Total Cost
Water including bulk	17 500	R115m
Sanitation including bulk	40 428	R210m

Electricity

GEOGRAPHY BY ENERGY OR FUEL FOR LIGHTING FOR HOUSE HOLD WEIGHTED¹

	2011
Electricity	130 164
Gas	249
Paraffin	3 504
Candles (not a valid option)	25 800
Solar	430
None	576
Unspecified	-
Other forms of lighting	30 129
% No electricity for lighting	23%
Total Number of HH	160 724

The Municipality is an authorized energy distributor (NER/D/NW372) within the demarcated region as per the license issued by NERSA supplying electricity to Brits, Letlhabile, Hartebeespoort and Ifafi. The energy/electricity distribution from the utility Eskom is facilitated by means of four main Municipal distribution substations. The intake points totals 185MVA installed capacity thus at Letlhabile, Brits Munic, Brits Industries and Ifafi substation. The Madibeng population served with different forms of energy is 160724 with majority supplied by Eskom and City of Tshwane.

City of Tshwane supplies bulk electricity to Ifafi and Hartebeespoort area in the main residential estates such as Peacon Wood, Xanadu and Kosmos. Eskom supply region constitute in the main Mining, Tribal areas, Farming communities, Mothutlung, Mmakau, Mining villages and Settlements, Skeerpoort area and plots. On annual basis a funding Agreement is entered into and between the Municipality and Eskom for the Indigents in the Eskom distribution region.

² Water Service Delivery Plan, 2012

Total registered Municipal consumers is 27,757 categorized as: 20,842 domestic prepaid, 5,189 domestic credit meters, 1,280 commercial and 446 Industrial customers. The Municipality does have an indigent Policy and qualifying registered indigents do receive the subsidy.

The installed and demand capacities of the Municipal intake points are outlined below for ease of planning and forecasting electricity loading:

Lethabile (20 MVA)

- Existing demand = 16 000 kVA
- Available spare capacity = 4 000 kVA

Brits Industrial (including Damonsville, Elandsrand and Oukasie)

A transformer capacity of 80 MVA of which one 20 MVA transformer is deemed as standby.

- Existing demand = 35 000 kVA
- Spare capacity = 25 000 kVA

Brits (including Primindia) (60 MVA) (60MVA Transformers the property of ESKOM)

- Existing demand = 35 000 kVA
- Spare capacity = 25 000 kVA

Hartebeespoort-Main Ifafi Substation(30MVA)

- Existing Demand = 18 MVA
- Available capacity= 2 MVA
- (25MVA transformer property of Tshwane)

Mothutlung is serviced directly by Eskom.

The total available electricity supply to the Brits Eskom Region (an area much larger than the former Brits Local Council Boundaries) is 570 MVA. The current demand within this distribution region is 477 MVA, which leaves an approximate spare capacity of 93 MVA.

Skeerpoort Area

Eskom is responsible for the distribution of electricity in the area of Skeerpoort.

The Rural Areas, Villages and Hartbeespoort

Eskom is the licensed supply authority for the rural area of the Brits and Odi I districts. The Brits town is the licensed supply authority within the area of jurisdiction of Madibeng, including the Hartbeespoort town.

Tshwane Metropolitan Council has taken over the former Western Gauteng Services Council, but it is within the Madibeng Licensed Area of supply. Negotiations are currently underway with Tshwane that those areas be supplied with electricity by Madibeng, such as Pecanwood, Kosmos and Xanadu.

Eskom is responsible for the provision of bulk supplies to all the licensed supply authorities mentioned above. Tshwane is responsible for the bulk supply to Hartbeespoort.

From available information it is estimated that approximately 30% in the Odi1 are serviced, involving mainly house connections in the urban areas. The smaller villages in the rural areas have the greatest backlog. Bojanala Platinum District Municipality and Eskom are responsible for electrification of villages within Madibeng outside the licensed area of jurisdiction.

The principal obstacles to improving access to energy sources in rural areas are limited distribution network and the high initial costs of extending it; the recurrent cost of conventional energy supplies; and the lack of information for poor people about alternative energy sources including possible sources of finance.

The main policy considerations currently under discussion include the following:

- Rural electrification drive for homes, schools, clinics, small businesses
- Policies to secure fuel wood supplies:
- Petroleum fuels:
- The development of rural service centres
- Other policies deal with the health and environmental impact of coal use, thermal efficiency of homes, the energy end-use efficiently of domestic appliances, financial assistance for equipment and bulk buying, improved dissemination of solar water pumps, and also solar heaters as a potential cost effective water-heating option.

Electricity Connections

LEVEL OF SERVICE	HOUSEHOLDS		
	MADIBENG	ESKOM	TSHWANE
Above RDP	26 800	45 000	8 000
Backlog	1 250	12 000	4 500
Total	28 050	57 000	12 500

No. of Households With No Access to Basic Level of Electricity (Current Backlogs)

Service	Backlog (households)	Total Cost
Eskom	12 950	R200m
Municipality	2 980	R44,0m

ESKOM Electrification Areas

Area Description	Ward No	No of Households	Area Description	Ward No	No of Households
Bapong		300	Scheerpoort Phase 2		350
Majakaneng X2		540	Bokfontein		529
Segwaelane		100	Sunway Dev. Phase 2		500
Kgabalatsane Phase 1		500	Mothotlung Phase 2		500
Letlakaneng		500	Oukasie Proper		500
Maboloka		250	Kgabalatsane Phase 3		753
Kgabalatsane Phase 2		500	Makgabetlwane		500
Klipgat C		158	Oskraal		200
Mothotlung X2 Phase 1		500	Regorigile		400
Sunway Dev. Phase 1		500	Hebron/Beverley Hills		800
Refentse		168	Shamburg		1000
Mooi-nooi Phase 1	27	350	Mabaloka		1000
Scheerpoort Phase 1		350	Damonsville		1000
Mooi-nooi Phase 2	27	350			

Roads

From a glance there is more tarred road infrastructure in the southern region than any other area in the MLM. The southern quadrant is characterised by a national highway and several regional and secondary roads. The northern side however has one regional road and plenty of secondary roads.

The N4 (Platinum highway) is the only national freeway found in MLM. It stretches on the south of Brits and the north of Magaliesberg mountain range. On the west it links to Rustenburg until the Trans-Kalahari Corridor, while it links up to City of Tshwane. On the Southern side N4, the R104 runs parallel until it merges into R560. The latter road stretches from the south of Magaliesberg and ends south of the N4 where it merges into the R511. From the R51, the R513 runs similarly to the R104 but in the easterly direction.

The R566 (Pendoring Street) in the south east of Brits links Madibeng to the Ga- Rankuwa in City of Tshwane. In the westerly side, the R566 branches off on from the N4 at Modderspuit and spreads in a north westerly direction. In the northern side of MLM, the R511 (Hendrick Verwoerd) is the only regional route that stretches along the Crocodile River and all the way to Elandsberg. The north eastern side of the MLM is dominated with secondary gravel roads.

Roads in Brits Town

Area	Surfaced Roads (Km)	Gravel Roads (Km)
Brits	125	0
Lethlabile	56.5	44.5
Mothutlung	13.6	18.4
Damonsville	6	5.1
Oukasie	15	28
Total	216.1	96.0

Roads in rural areas surrounding Brits Town

Area	Distance (Km)
Itsoseng bus route	3.0km
Roma road	2.3km
Roma road ext.	2.0km
Maboloka	4.2km
Sofasonke	3.0km
Wonderkop	11km
Sephai (BPDM)	2.5km

Roads in Hartbeespoort Town

Area	Surfaced Roads	Gravel Road
Bokfontein	2 230m	1 6060m
Broederstroom	10 560m	4 350m
De Rust	19 300m	
Eagles Landing	1 980m	
Glenogie	960m	
Hartbeesfontein	2 240m	
Hartbeespoort	5 240m	
Ifafi	12 020m	
Kalkheuwel	5 540m	220m
Kosmos	6760m	
Leeuwenfontein	22 980m	4 590m
Meerhof	6 380m	
Melodie	12 284m	
Rietfontein	5 740m	16 260m
Skeerpoort	1 200m	
Schoemansville	24 800m	
Syferfontein	1 140m	9 970m
Weldaba	5 920m	
Welgegund	2 480m	
Randfontein	10 040m	
Total	159 794m	51 540m

Roads in rural areas surrounding Hartbeespoort Area

Area	Surfaced Roads
Magalies Estate	4km
Pecanwood	8km
Ifafi	4km
Xanadu	6km
Melodie	3km
Hebron Cove	5km
Ville De Afrique	4km
Kosmos X6	2km

Road lengths as per area:

No.	Location Covered	Paved-Asphalt (m)	Paved-Double surface (m)	Block Paving	Unpaved (m)
1	Ifafi	17 903.60			
2	Kosmos	10 250.00			
3	Meerhof	5 405.00			
4	Melody	3 991.40			
5	Schoemansdale	243.00			
6	Elandsrand		16 607.00		
7	Erasmus				14 120.00
8	Garasai				30 636.00
9	Hebron		9 865.00		81 363.00
10	Jericho		100 036.00		17 760.00
11	Kgabalatsane				71 156.00
12	Klipgat		7 765.00		71 812.00
13	Lekgema				14 080.00
14	Lethabong		300.00		26 180.00
15	Lethakaneng		930.00		15 619.00
16	Maboloka		4 395.00		95 302.00
17	Makaunyane		2 790.00		26 489.00
18	Moiletswane		3 355.00		39 460.00
19	Mothotlung		10 400.00		596.00
20	Oskraal		9 860.00		5 243.80
21	Ramogodi		2 135.00		15 605.00
22	Rooiwal				13 521.00
23	Segwaelane		370.00		43 826.00
24	Shakung		13 520.00		21 285.00
25	Valboslot		990.00		19 784.00
26	Bapong		8 555.00		147 011.20
27	Brits		139 995.00		
28	Damonsville		7 365.00		52 025.70
29	Fafung		8 060.00		25 646.00
30	Jakkalsdans		1 660.00		46 485.00
31	Klipvoorstad, Legonyane, Sephai		2 460.00		105 147.70
32	Lethabile		49 303.00		77 079.40
33	Madidi		15 330.00		67 466.00
34	Madinyane, Ramogodu, Makgabetlwane		17 675.00		92 315.00
35	Majakaneng		4 180.00		52 012.00
36	Sonop		4 810.00		5 040.00
37	Mmakau				79 581.40
38	Mooinoi		30 926.90		515.00
39	Oukasia		21 429.90		120 182.70
40	TOTAL(s)	37 793.00	495 067.80		1 494 344.90

Roads and Stormwater master plan is a critical planning tool the Municipality to possess in order to ensure sustainable planning, maintenance and to addressing backlogs.

The Expanded Public Works Programme (EPWP)

The Expanded Public Works Programme (EPWP) is one element within a broader government strategy to reduce poverty through the alleviation and reduction of unemployment. Phase I of the Expanded Public Works Programme commenced on 1 April 2004 and had the goal of creating 1 million work opportunities over its first five years. Phase II of the EPWP will be implemented over the 2009-2014 financial years with the aim of creating 2 million full time equivalent jobs (or 4.5 million work opportunities) by the end of the period.

The Expanded Public Works Programme (EPWP) has its origins in Growth and Development Summit (GDS) of 2003. The GDS agreed that public works programmes '*can provide poverty and income relief through temporary work for the unemployed to carry out socially useful activities*'. The Programme is a key government initiative, which contributes to Governments Policy Priorities in terms of decent work & sustainable livelihoods, education, health; rural development; food security & land reform and the fight against crime & corruption. EPWP subscribes to outcome 4 which states "*Decent employment through inclusive economic growth.*"

The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises. The Programme provides an important avenue for labour absorption and income transfers to poor households in the short to medium-term. It is also a deliberate attempt by the public sector bodies to use expenditure on goods and services to create work opportunities for the unemployed. The Municipality is in process of developing Policy on EPWP to better align commitments and operations

EPWP Sectors

The EPWP creates work opportunities in four sectors, namely, Infrastructure, Non-State, Environment & Culture and Social, through:

- increasing the labour intensity of government-funded infrastructure projects under the Infrastructure sector,
- creating work opportunities through the Non-Profit Organisation Programme (NPO) and Community Work Programme (CWP) under the Non-State sector, and
- Creating work opportunities in environment and culture programmes in the Environment and Culture sector.
- creating work opportunities in public social programmes under the Social sector,
- The EPWP also provides Training and Enterprise Development support, at a sub-programme level.

EPWP Approach / Methodology

Based on the sector classification above, the EPWP cuts across all the Municipal Departments. Each department is required to make a systematic effort to target the unskilled and unemployed and developing plans to utilise their budgets to draw significant numbers of the unemployed into productive work, in such a way that workers are given an opportunity to gain life and job specific skills while they work to increase their chances of getting out of the marginalised pool of unemployed people.

Proposed Madibeng Local Municipality EPWP Programs

EPWP Coordination

Madibeng Local Municipality need a concerted effort to optimise its contribution in the National targets by increasing the creation of work opportunities and also tap into the R4.1 Billion that has been allocated for the wage incentive over the MTEF. The EPWP Unit in consultation with all departments is responsible for the overall EPWP facilitation and implementation for the Municipality

Establishment of EPWP Unit and the Steering Committee with the following responsibilities:

- Compiling an EPWP policy frame work
- Compiling an EPWP Management Plan Setting overall EPWP targets;
- Dedicated labour intensive maintenance programs which have the potential to provide regular employment to large numbers of people.
- Skill development and training on the program
- Monitoring the implementation of EPWP projects against the KPI's; sector plans and targets;

Job Creation Targets and the EPWP grant Allocation

While the second phase is a continuation of the first phase in many ways, phase II introduces the following changes:

a- EPWP Phase II the created the primary output of the programme defined as the number of full time equivalent jobs (FTEs); This aims to significantly expand the number of temporary work opportunities and increased duration of these work opportunities offered to provide increased income to the poor and unemployed.

b- Locating clear political and administrative accountability for EPWP targets across all spheres of government and formally mobilising all spheres of government and public bodies to take ownership of, and contribute to the EPWP targets through the signing of intergovernmental protocols or agreements.

c- Introduction of tailor made EPWP incentives for different spheres and sectors. For provinces and municipalities:

A schedule 8 conditional EPWP Incentive Grant is a grant for Provinces and Municipalities - **which is a performance based incentive paid for implementing Infrastructure; Environment and Culture programmes using EPWP principles and Guidelines; as a reimbursement of the cost of minimum wages for work created.** Its intention is to increase work creation efforts by giving a financial Performance reward. The more work created, the higher the portion of the incentive reward is disbursed.

A schedule 5 Social Sector EPWP Incentive Grant is an allocation provided to public bodies implementing social sector EPWP programmes in line with an approved business plan. The intention is to provide funding to performing programmes to expand the coverage and reach of these social sector EPWP programmes and also expand the number of longer term work opportunities created to support these services.

HOUSING AND LAND USE MANAGEMENT

Housing Services

GEOGRAPHY BY TYPE OF DWELLING FOR HOUSEHOLD WEIGHTED¹

	2011	
House or brick/concrete block structure on a separate stand or yard or on a farm	83 100	51.70%
Traditional dwelling/hut/structure made of traditional materials	1 163	0.72%
Flat or apartment in a block of flats	2 031	1.26%
Cluster house in complex - Semi-detached house, Townhouse (semi-detached house in a complex) and Semi-detached house	2 755	1.71%
House/flat/room in backyard	4 438	2.76%
Informal dwelling (shack; in backyard)	15 086	9.39%
Informal dwelling (shack; not in backyard; e.g. in an informal/ squatter settlement or on a farm)	48 212	30.00%
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	2 808	1.75%
Caravan/tent	229	0.14%
Other	900	0.56%

Status Quo & Backlog

Housing profile

The housing profile below indicates inter alia, the following characteristics in Madibeng:

- The number of household has grown substantially in the past 10 years.
- Housing need has increased substantially as indicated by a combination of figures for traditional dwellings made of traditional materials: informal dwellings in back yards as well as informal dwellings or shacks in informal settlements.
- There is a substantial increase in informal settlements or families living in informal settlements.

Table Comparative Municipal Housing Profile (2001, 2007 & 2011)

HOUSING TYPE	No of Households			% of Households		
	2001 ²	2007 ³	2011 ¹	2001	2007	2011
House or brick structure on separate stand	55242	47217	83 100	58.0	49.0	51.70%
Traditional dwelling made of traditional material	3143	1253	1 163	3.3	1.3	0.72%
Flat in block of flats	571	482	2 031	0.6	0.5	1.26%
Town/cluster/semi-detached house	381	1156	2755	0.4	1.2	1.71%
House/flat/room in backyard	1524	3469	4438	1.6	3.6	2.76%
Informal dwelling or shack in back-yard	7905	7902	15 086	8.3	8.2	9.39%
Informal dwelling or shack in informal settlement	25525	27848	48 212	26.8	28.9	30.00%
Room/flat not in backyard but on shared property	667	2794	2 808	0.7	2.9	1.75%
Caravan or tent	286	385	229	0.3	0.4	0.14%
Workers hostel (bed or room)	0	3565	0	0.0	3.7	0.00%
Other	0	289	900	0.0	0.3	0.56%
TOTAL	95244	96361	160 722	100.0	100.0	100%

1= Statistics SA, Census 2001

2= Statistics SA, Community Survey 2007

3= Statistics SA, Census 2011

Housing Need & Backlog

According to Stats SA Census 2011, the total estimated housing backlog for the whole of Madibeng Local Municipality is approximately 64 463 units. Assuming a 5% annual growth rate, the housing demand for the 2013/14 financial year can be projected to 71 071 units.

Informal Settlements

Madibeng is challenged by a high number of informal settlements according to North West Informal Settlement Atlas informed by the latest census results. Currently there are over 34 informal settlements which have about 18532 households and about 5000 backyard dwellers. The above are as a result of immigration because of mining in the area, farm eviction, beneficiaries that don't qualify mostly because they are working in the mines and mines don't provide housing for them and some have properties where they come from.

Based on the housing profile of Madibeng LM, the number of informal dwellings/ shacks has almost doubled in the past 10 years from 2001 to 2011, with an increase from 24 018 to 48 212 units. This implies that 30 % of the population of Madibeng is residing in informal settlements.

The following informal settlements are on record as existing in Madibeng according to the informal settlement atlas dated:

BOJANALA PLATINUM DISTRICT MUNICIPALITY: Madibeng Local Municipality									
FID No.	Name of informal settlement	No. of units	Land ownership	Upgrading initiative	Intervention	Current level of engineering services			
						Water	Sewerage	Access	Electricity
372-1	Noordkamp	144	MLM	Relocate	New proposed area next to R511 of ± 30 ha for 1 500 units	Stand pipes	Pit latrines	Gravel	None
372-2	Clinic Section	67	Archdiocese of Pretoria church	Relocate					
372-3	Phase 2	450	MLM	Relocate					
372-4	Oukasie Ext 5	71							
372-5	No Name	6							
372-6	Oukasie Ext 5	83							
372-7	Oukasie Ext 4	125							
372-8	Oukasie Ext 4	248							
372-9	No Name	15	Boderon Trust	Relocate					
372-10	Phase 2	34	MLM	In situ					
372-11	Phase 2	1,387	Unknown	Relocate	To area of FID 372-10				
372-12	Skierluk	574	Private	In situ	Areas to be combined and upgraded				
372-13	Newtown	443	Private	In situ					
372-14	Oskraal	642	Private	In situ					
372-15	No Name	726	Unknown	Relocate	To area of FID 12-14				

BOJANALA PLATINUM DISTRICT MUNICIPALITY: Madibeng Local Municipality									
FID No.	Name of informal settlement	No. of units	Land ownership	Upgrading initiative	Intervention	Current level of engineering services			
						Water	Sewerage	Access	Electricity
372-16	Damonsville X 3	203	Private	In situ		Stand pipes	Pit latrines	Gravel	None
372-17	De Kroon	207	Hernic Ferro-chrome Pty (Ltd)	Relocate	Area next to settlement				
372-18	Rietfontein	139	Private	Relocate	Sunway Dev in process				
372-19	Marius	245	Izma Beleggings Pty (Ltd)	In situ	In process to purchase land				
372-20	Ten Room	72	MLM	Relocate	Move people to FID 19 Marius				
372-21	Kosmos	91	Private	Relocate	Area identified at Sunway land				
372-22	Plastic View	47	Unknown	Relocate	To area of FID 372-23				
372-23	Bokfontein	1,107	MLM	In situ	Funding for additional land				
372-24	Geluk	762	Apostoliese Geloof Sending van Suid- Afrika/ Land claim	In situ once claim successfull	Await lands claim outcome				
372-25	Regorogile	789		Relocate	To area of FID 372-24				
372-26	Khalamtswana	1,125	Mines/ Land claim	In situ					
372-29	Mooinooi	55	Western Platinum Ltd	Relocate	60ha of Land identified for relocation				
372-30	Mamba	57		Relocate					
372-31	Dithabaneng	118	Private	Relocate					
372-32	Matamong	126		Relocate					
372-33	Malaeneng	126		Relocate					
372-34	Sekolong	132	Woolies Prop Pty Ltd.	Relocate					
372-36	Skeerpoort	758	MLM	In situ	Formalisation				
372-14	Kammeldrift	720	Republic of RSA/ Public Works	In situ	Land Transfer				
372-10	Kgabalatsane/ Kagisano view	800	Republic of RSA/ Traditional	Relocate	Case at High Court				
372-11	Lethabile Block H	1006	MLM	In situ	Formalisation				
372-26	Nkaneng-Wonderkop	13 000	RSA, Private and Mines	In situ	Land acquisition				
372-27	Sarajevo	90	RSA	In situ	Land Transfer				
372-	Hebron Midas	586	RSA	In situ	Land Transfer				
372-22	Corrie Sanders	404	Private	In situ	Land acquisition				
372-41	Beverley Hills	470	RSA and City of Tshwane	In situ	Land acquisition				
372-35	Middletown	521	RSA, Private	In situ	Land acquisition				
372-40	Mosifane/ Modikwane	327	MLM , Private	In situ	Land acquisition				
372-31	Nkandla	181	Private	In situ	Land acquisition				
372-8	Klipgat – Madibeng Hills	800	MLM	In situ	Formalisation				

National Upgrading Support Programme (NUSP)

The National Upgrading Support Programme (NUSP) is an initiative of the National Department of Human Settlements (NDHS), aimed at improving the practice of informal settlement upgrading in South Africa. The NUSP has four objectives of:

- Promoting incremental upgrading as a major complementary housing programme, in line with Part 3 of the National Housing Code;
- Supporting the NDHS targets and National Development Plan directives on informal settlement upgrading;
- Improving government's programmatic approach to upgrading, strengthening coordination with other sectors and partners and;
- Strengthening the capacity of government and professional practitioners to implement community-based incremental upgrading.

Madibeng Local Municipality has already received Phase 1 National Upgrading Support Programme (NUSP) technical support in 2015 from the National Department of Human Settlements (NDHS) wherein a Municipal Upgrading Policy and Strategy was developed together with an upgrading programme for 30- informal settlements, and upgrading plans of fifteen (15) Informal

Settlements, as well as a Capacity building Programme. The settlement plans produced must align to NDHS upgrading targets, Cabinet Lekgotla and National Development Plan requirements, covering the following aspects:

- An accurate count of households present in the settlement.
- Basic geotechnical investigation (Desktop).
- Basic Environmental scoping assessment (Desktop).
- Engineering services assessment (Bulk Water, Sewer and Electrical availability).
- Land Legal / Tenure assessment, including cadastral description of land.
- Basic layout, urban design and yield assessment.
- Settlement growth and management plan, including identified multi-sector interventions from other MLM and government departments.

The plans should pay attention to the phased nature of incremental upgrading, and should identify, where feasible in-situ, opportunities for re-blocking and adjustment of settlement layouts to ease the future installation of services and facilities. The second Phase of such 15-plans are for the following informal settlements:

- Skierlik (Oskraal)
- Middletown (Oskraal)
- Hebron (Midas)
- Hebron Beverley Hills
- Phase 2 Oukasie
- Mountain view Oukasie
- Corrie Sanders Oukasie
- Siyahlala
- Lehlabile Block H
- Bokfontein
- Regorogile
- Modikwane
- Nkandla
- Khamatwana

Rental Housing Stock

The Human Settlement & Planning is also responsible to manage the following municipal rental stock:

PLACE	NO OF UNITS
Brits	19 Units
Oukasie	4 Units
Hostels	5 Units

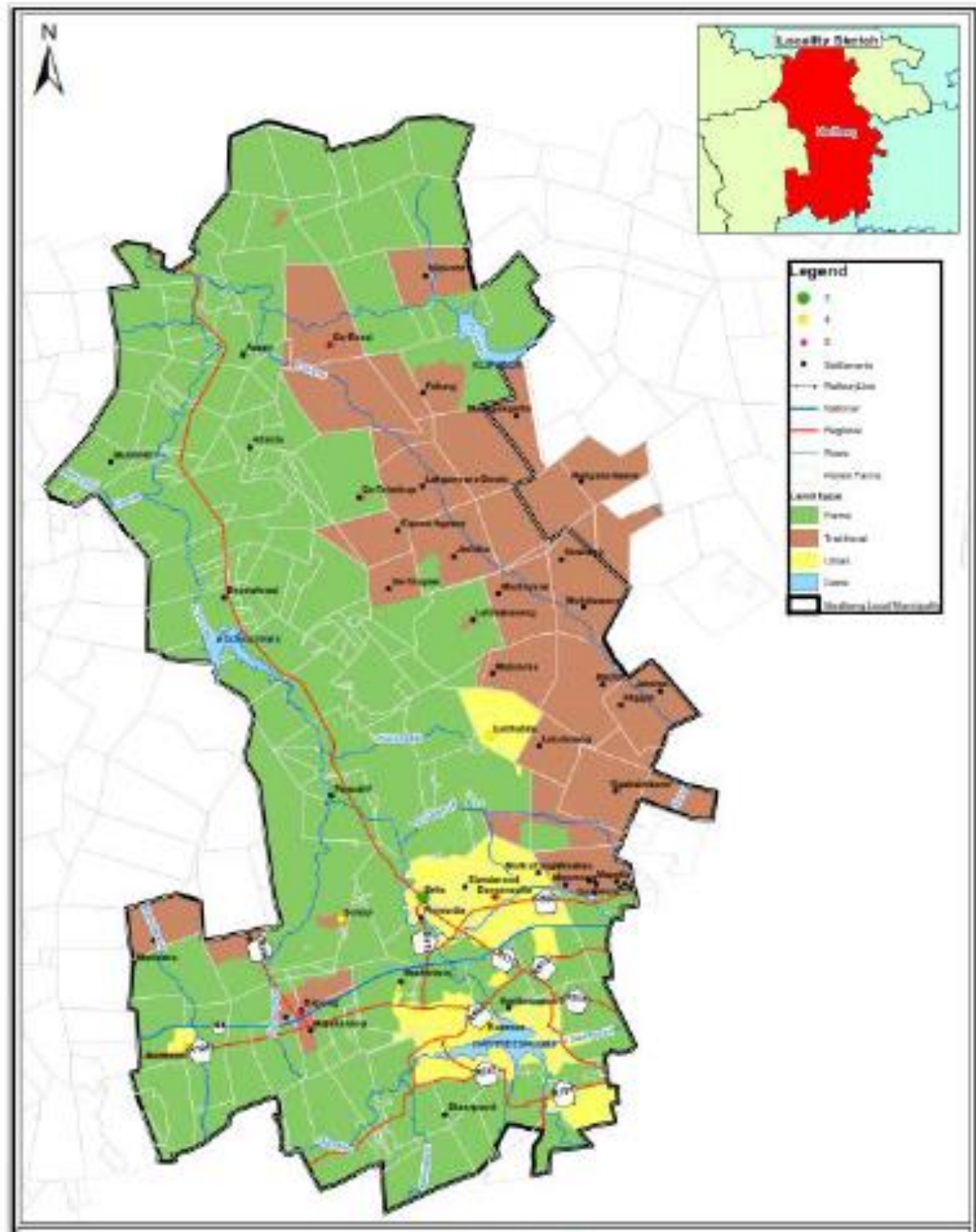
Housing Programmes

The key housing programmes in Madibeng include the following:

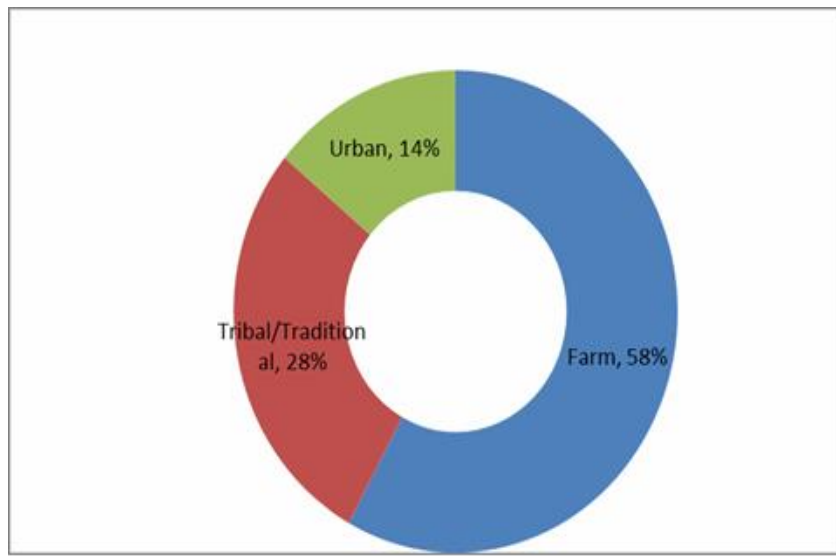
PHP & Rural PHP-
 IRDP & IRDP Rural-
 RDP & Rural RDP-
 Project Linked-
 Consolidation-
 Social Housing-
 Formalization of rural areas-

Land Services

The map below illustrates the land types based on the Stats (2011) enumeration areas within the municipality. The bulk of the municipality is farm areas, which cover the north and easterly area of the municipality. The southern side has a combination of the farm and urban land types. The urban land types are found around Brits, Hartbeespoort, Pelinda, Mooi-nooi and Lethlabile areas.



The traditional areas dominate the north western area of the Municipality but there are some traditional settlements around the Bapong and Majakaneng areas. Traditional offices are located in Mmakau, Bapong (Baapo), Jericho (Bakwena), Hebron (Bakwena) and Maboloka (Batang) areas.



MUNICIPAL WARD DEMARCATIONS

Although the total municipal area has decreased, there has been an increase of 5 wards to the total of 41 wards.

TENURE UPGRADING PROGRAMME

The following service providers have been appointed to engage in formalization of other rural areas:

- Bigen Africa, Land Tenure Services and Land Tenure Services
- Ndangano GIS and Projects and Consultants

LAND OWNERSHIP

The Department of Rural Development and Land Reform undertook a state land audit. The land audit was done to determine among others, the land use rights, and to determine the state organ which holds title deed to mention but a few. The national results were published in 2013 and the map below illustrates the results thereof.

TOWN PLANNING

a. Status Quo

Madibeng does not have a wall to wall Land Use Management Scheme that is in line with the current demarcation. Large tracts of Madibeng municipal area, especially the remote farm areas and the rural areas are out of the current planning schemes. The following outdated five different town planning schemes are currently in operation resulting in varying development norms and standards being applicable in areas the limited area covered by schemes:

- Brits Town Planning Scheme, 1958
- Peri Urban Town Planning Scheme, 1975
- Lethlabile Town Planning Scheme, 1990
- Hartebeespoort Town planning scheme, 1993
- Kosmos town Planning Scheme, 1999

Due to high development pressure in other parts of the town such as Hartebeespoort and the Brits CBD and immediate surrounds, there is a need to also develop Local SDF's to guide day to day decision making at a local level.

The shortage of bulk supply in other areas is limiting the development potential of Madibeng as well as its revenue base.

Existing policies include the following:

- Madibeng SDF, 2015
- Town Planning Schemes(1958 to 1999)
-

e. Council Townships in process

TOWNSHIP NAME	BENEFICIARY INFORMAL SETTLEMENT	STATUS
Modderspruit	Tonado	Application Approved by Council
Mooiooi	Mamba	Application Approved by Council
itsoseng	itsoseng	Application Approved by Council
Letlhakaneng	Letlhakaneng	Application Approved by Council

d. Development Applications Processed

APPLICATION TYPE	No. RECEIVED 2012/13	No. APPROVED
Township establishment	15	4
Rezoning	34	43
Subdivisions	24	6
Special consents	29	15
Other	64	20

b. Spatial Rationale

3. Existing Functional Zones

The current spatial configuration of Madibeng shows certain specific functional zones, namely –

- the southern zone which is the economic and development centre of Madibeng (Zone 1);
- the north-eastern section which comprises the majority of the informal settlements, marginalised townships and rural villages (Zone 2);
- the north-western section which comprises agriculture and game farming (Zone 3), and
- the northern section which comprises a high concentration of natural assets (Zone 4).



Figure 2: Existing Functional Zones

These functional zones have emerged over time due to certain intrinsic values in Madibeng. These include aspects such as ecological resources (rivers, mountains and dams), mineral resources, soil conditions for agriculture, the proximity to other major centres such as the City of Tshwane and Johannesburg, movement infrastructure and the previous configuration of homelands in this area and in Tshwane.

These strong functional zones begin to provide a specific identity and character to certain parts of Madibeng, which is a positive quality as long as the various parts are functionally integrated and connected to each other to form an overall efficient spatial form.

4. Linkages with Regional Centres

Madibeng enjoys a relative strategic location given its proximity and linkages to Johannesburg, Tshwane and Rustenburg. The energy and development potential that lie in these linkages must be harnessed.

These include strategic linkages such as –

Bakwena Highway/N4	Platinum	Linkage between City of Tshwane, Brits and Rustenburg
R511/R512		Linkage to Randburg and Sandton
N4 (Vom Hagen Street Extension)		Linkage to Tshwane CBD
R104/Church Street Extension	Street	Linkage to Tshwane CBD
R514/Van der Hoff Road Extension		Linkage to Tshwane CBD
R508		Linkage to Ga-Rankuwa and Rosslyn Industrial areas in Tshwane
R556		Linkage to Sun City
R104		Linkage to Rustenburg

The majority of these linkages lie in the southern part of Madibeng, and more specifically in the south-eastern part, resulting in strong linkages with the City of Tshwane and the City of Johannesburg.



Figure 3: Strategic Regional Linkages

5. Bakwena Platinum Highway

The Bakwena Platinum Highway, which forms part of the national east-west development corridor intended to link Maputo with Rustenburg, Gaborone and Walvis Bay, passes through the southern part of Madibeng, directly south of Brits. This highway increases accessibility to Madibeng, especially between the City of Tshwane and Rustenburg.

6. Natural Features

The natural features in the area present a number of opportunities in terms of aspects such as overall visual quality of Madibeng, the tourism opportunities, economic value and ecological value. However, these natural features also pose constraints to development in the sense that features such as the mountain ranges and rivers prevent certain linkages and continuity between developments.

An element of natural features that is specifically important in the Madibeng context is the dams that are found in the municipal area. These dams –

- Add to the natural attractiveness of the area;
- Play an important role in the agricultural potential of the area;
- Provides recreation and tourism opportunities; and
- Attract residential development because of the attractive settings they provide.

The area around the Hartbeespoort Dam has experienced a large number of residential developments and there is continued pressure for development in this area. While the boom in development is desirable from an economic point of view, it unfortunately has a negative environmental impact in the form of destruction of the natural shoreline around the Hartbeespoort Dam and the destruction of the natural integrity of the ridges around the dam. Pressure for residential development is now also emerging around the Rooikoppies Dam.

The areas around the dams have tremendous value for future tourism development in Madibeng which has not been sufficiently harnessed to date.

7. High Potential Agricultural Land

Madibeng is characterised by large areas which have been classified as high potential agricultural land, including land that has access to irrigation water and land with favourable soil conditions. This provides the area with a comparative advantage as far as agricultural potential is concerned. Madibeng is considered to be a major food producing area in the region. Agriculture makes a significant contribution to the local economy, but is also a constraint to development as certain established areas are prevented from expanding onto high potential agricultural land.

8. Mineral Resources

The rich Platinum Group Metals Reserve found on the Merensky Reef means that a large section of the southern part of Madibeng is highly valuable from a mining perspective. Other mines do exist in the region, but are scattered throughout the region in no identifiable pattern.

Current and planned mining activities will play an important role in the economic development of and employment creation in Madibeng. On the other hand, these mines also have a negative impact on the visual quality of Madibeng, which could detract from the tourism potential brought by the natural features.

The granite hills which are characteristic of the area are also under constant threat of mining and are unfortunately being destroyed at an alarming rate.

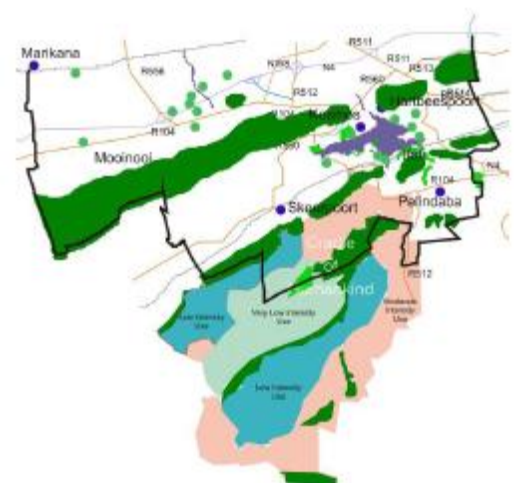
Intensive sand mining occurs in the Skeerpoort and Koppiesand areas.

9. Cradle of Humankind World Heritage Site

The south-western part of the Madibeng municipal area, south of the Witwatersberg, forms part of the Cradle of Humankind World Heritage Site. The protection of this area from unscrupulous development is of the utmost importance.

The Land Use Master Plan for the Cradle of Human Kind indicates certain categories of land use intensity for various parts of the area.

"Developing a World Heritage Site requires balancing the provision of a high-quality, pleasurable experience for visitors with the protection of the inherent palaeontological, historical and natural value of the site. Source: <http://www.cradleofhumankind.co.za/>"



10. Pelindaba

Although the Pelindaba Nuclear Plant is a relative isolated development in the southern part of Madibeng, it has an impact on the development of the area in the form of a 5.0 km "red zone" around the plant in which development is restricted.



Figure 9: Pelindaba Restriction Zone

The Pelindaba site consists of about 600 hectares security area and a total area of about 2500 hectares which comprises a number of important natural as well as heritage features. A hiking trail is open to the public on the site. The mountain ridges link to the Cradle of Humankind area while the Crocodile River on the western boundary links to the nearby Hartbeespoort Dam. The southern site boundary is also the provincial border with Gauteng. On site is a registered historical building, "Preller House", an important grave yard, an old lime kiln and also some Iron Age relics.

11. Rail Infrastructure

Although the existing rail infrastructure in Madibeng is utilised predominantly for freight or is not utilised at all, the infrastructure that exist has tremendous value for the future development of Madibeng.

One of the opportunities that exist is to utilise the dysfunctional railway line running south of the Hartbeespoort Dam for tourism purposes. Large parts of this line have however been stolen and the reactivation of this line will therefore require considerable capital investment.

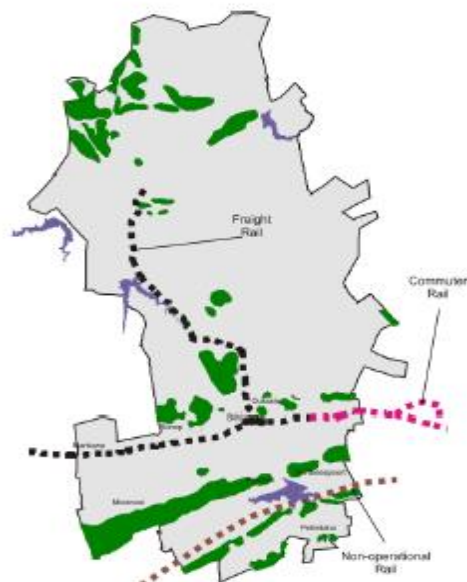


Figure 10: Rail Infrastructure

12. Disadvantaged Settlements

The north-eastern quadrant of the area comprises dispersed rural villages, disadvantaged townships and informal settlements. These are remnants of the old homelands and have a very strong linkage with the Ga-rankuwa/Mabopane/Winterveld areas in Tshwane. These areas are generally underdeveloped and lack infrastructure, services and facilities. In addition they are physically and functionally removed from the established urban areas in the southern part of Madibeng.

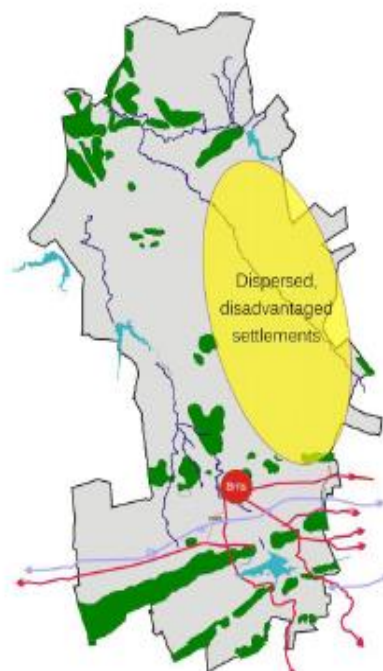


Figure 11: Disadvantaged Communities

13. Current Development Pressures

The areas in Madibeng that experience the most pressure for development are the areas between and around Brits and the Hartbeespoort Dam. The reasons for the pressure in these areas are:

- Brits is the highest order settlement and the main economic and administrative centre in Madibeng and hence attracts a lot of development;
- The Hartbeespoort Dam provides an attractive and exclusive location for residential development, and
- The central location in respect of Tshwane and the northern suburbs of Johannesburg such as Randburg and Sandton

Around Brits, most of the development pressure is southwards towards the Hartbeespoort Dam or eastwards towards the City of Tshwane.

Most of the development pressure around the Hartbeespoort Dam was until now focused on the eastern and southern side, but is now beginning to move westwards. The National Department of Agriculture however only supports development on the western side of the dam up to the ESKOM overhead power lines as the land further west is considered high potential agricultural land.

Development pressure is also emerging around the Rooikoppies Dam with applications for the development of residential estates around this dam.

14. Summary

In summary, the analysis of the key structuring elements and spatial issues has indicated that the following aspects will have an impact on the formulation of the spatial development framework and require due consideration:

- The important relationship between spatial development proposals and the provision of engineering services;
- Building on the existing strong functional zone identities that exist in Madibeng;
- The energy brought by existing strong inter-regional linkages;
- The need to protect the natural heritage and high potential agricultural land as an important land use and spatial structuring element;
- The existence of mineral resources and the need to ensure the management of mining activities to protect the environment;
- The Pelindaba Restriction Zone;
- The potential energy brought by the rail infrastructure, and
- The future development of existing disadvantaged settlements.

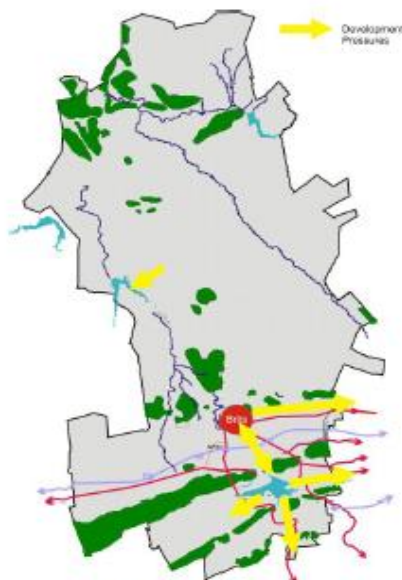


Figure 12: Development Pressures

Community Halls

URBAN AREAS

Area	Staff	Floor Area	Facilities
Brits Town Hall	3	706	Hall with stage, side-hall, kitchen, bar, toilets
Oukasie	3	800	Main hall, 2 x smaller halls, kitchen, offices, library, ablution facilities
Damonsville	1	264	Hall, stage, meeting offices, kitchen, ablution facilities
Primindia	3	400	Hall, stage, meeting offices, kitchen, ablution facilities
Mothutlung	2	300	Hall, stage, meeting offices, kitchen, ablution facilities
Lethlabile*	3	600	Hall, office, kitchen, ablution facilities
Elandsrand			
Kosmos			
Brits Dienssentrum			

RURAL AREAS

• Fafung	• Mmakau
• Ga-Rasal	• Mmupuding
• Itsoeng	• Modderspruit
• Kgabalatsane	• Moiletswane
• Klipgat	• Rabokala
• Klipvoorstad	• Sephai

The Kosmos Community Hall requires additional parking to be able to function to its full potential. On the eastern side of the dam no formal community hall exists although the existing educational facilities serve the purpose fairly adequately. In future however, a larger and central facility may be required as the population and demand for such a facility increases.

Cemeteries

Brits Town

The locations of cemeteries within the Brits town, as well as the facilities available at the respective cemeteries are outlined in Table below. There are six cemeteries within the Brits area, the lifespan of which ranges between 10-60 years. The cemetery in Mothutlung is expected to reach its capacity within the next 10 years. Overall it appears that sufficient capacity is available as far as cemeteries are concerned for the medium to long term.

Area/ Locality	Lifespan (years)	Size	No. of staff	Date opened	Facilities
Langberg	10	3.38	16	1970	Office, Ablution, blocks, Caretaker Home
Primindia	10	1.30	-	1979	Mosque
Damonsville	5	1.50	-	1990	Office, Tool room, Ablution block, 2 nd Office and 2 nd Ablution Block
Oukasie	4	2.80	3	1995	Office, Tool room, Ablution block (Need to be extended)
Lethlabile	10	3.0	6	1984	Ablution block, tool room, office Different burial blocks
Lethlabile new	50	30		2004	
Mothutlung	10	2.0	6	1985	Tool room, toilets
Modderspruit	5	3	0	2007	Office, Ablution blocks, tool room
Klipgat	50	30	4	2006	Office, Tool room, Ablution block Different burial blocks

* Fully utilized cemeteries: Oukasie, Brits, Lethlabile

Hartbeespoort Town

One cemetery is being used by the Hartbeespoort community. The cemetery has been extended to accommodate the increased needs of communities

Skeerpoort Area

There is no official cemetery located in Skeerpoort. The residents in the area have to a large extent privatized cemeteries on their land where family burials are undertaken.

Rural areas and Villages

It is safe to assume that every community in the area of the Local Municipality of Madibeng has at least one cemetery

Recreation – Parks

Area	Total area of parks (m ²)	No of Parks	No. Developed	No. with play equipment
Brits / Primindia	741 615	71	44	10
Damonsville	78 427			
Mothutlung	47 988	4	2	1
Oukasie	8 000	1	Phase I	1
Mabaloka	4000	1	Phase1	1
Madidi	4000	1	Phase 1	1
Letlhabile	73 542	3	Phase I	Phase I

Hartbeespoort Town

The majority of the recreational needs of the area are being addressed in accordance with market mechanisms. Sporting facilities not related to water sports should however, be investigated further.

Skeerpoort Area

The provision of active recreation facilities in the Skeerpoort area is mainly limited to the facilities provided by the schools and tourism establishments in the area.

Rural Areas and Villages

The public open space areas within the various areas of Madibeng are to a large extent currently undeveloped. Very little information is available on the availability of sport and open space facility within the rural villages. It can be assumed that these types of facilities will mostly be provided on an informal basis in these areas.

WASTE MANAGEMENT

GEOGRAPHY BY REFUSE DISPOSAL FOR HOUSEHOLD WEIGHTED¹

	2011
Removed by local authority/private company at least once a week	41364
Removed by local authority/private company less often	2100
Communal refuse dump	4553
Own refuse dump	96144
No rubbish disposal	14800
Other	1763
Unspecified	-
Removed by Authority / Private	43464
No refuse removals	117260
Total Number of HH	160724

¹STATS SA Census 2011

Household and Business Waste Removal

The total number of service points for household waste removal is 36,585 and businesses are 1,276. The service areas and breakdown of service points is as follows:

Areas Serviced by Council		
Service Area	Domestic Waste	Business Waste
Brits	3 481	719
Sonop	214	12
Oukasie	3 895	0
Lethabile	11 968	203
Lethabong	2 210	23
Damonsville	902	0
Bokfontein	2 000	0
De kroon	896	0
Orange farm	529	0
Zandfontein	1 100	0
Khalamtwana	1 800	0
Khalanyoni	800	0
Regorogile	50	0
Schamburg	1 400	0
Ten rooms	484	0
Refentse	167	0
Total Service Points	31 896	957

Areas Serviced by Private Contractors		
Service Area	Domestic Waste	Business Waste
Hartbeespoort	7 363	411
Mothotlung	4 769	37
Total Service Points	12 132	448

Areas Serviced by Lonmin	
Service Area	Domestic Waste
Modderspruit	4 600
Segwelane	6 000
Bapong	12 000
Majakaneng	6 000
Wonderkop	11 000
Total Service Points	39 600

Areas serviced through Cash for Waste program

The Cash for Waste program is not running as from 01 July 2017 due to financial constraints in the municipality.

Areas	Number of Beneficiaries	Number of Household Serviced
Mmakau	0	0
Klipgat	0	0
Maboloka	0	0
Madidi	0	0
Khalamtwana	0	0
Zandfontein	0	0
Shaumberg	0	0
De Kroon	0	0
Total Number Of Areas Serviced		0

Level of Service	No. of Households
Waste Removal (weekly)	83 628
Backlog	77 096
Total	160 724

Bulk Container Service

The bulk containers service is rendered mainly to the industries and factories that generate huge volumes of waste (i.e. income generating service) and also placed at strategic points in townships to combat illegal dumping (i.e. non-income generating service). The total number of service points for income generating bulk container service is 226 and for non-income generating bulk container service is 62.

The municipality is currently faced with serious challenges regarding the extension of the bulk container service due to the serious shortage of bulk containers. This situation has led to the loss of income as most new businesses make use of private service providers.

Additional 130 bulk containers of various sizes (i.e. 100 x 6m³ and 50 x 9m³) need to be acquired as a matter of urgency so as to ensure expansion, effective and satisfactory rendering of the bulk container service.

Street Cleaning and Litter Picking

Street cleaning and litter picking is performed on a day to day basis excluding Sundays in Brits CBD. The congestion within the CBD due to traffic and pedestrians reduce the efficiency of street sweeping in the CBD of Brits town during working hours and therefore cleaning also need to be performed after hours and on Saturdays.

(Sections on mobile chemical toilets and septic tank service were removed. This function has been moved to the ITS department according to SMT resolution)

Management and Operation of Landfill Sites and Transfer stations

Hartbeespoort Regional Landfill Site is the only licensed and operational landfill site managed by the municipality. The site is located between the towns of Brits and Hartbeespoort on the farm Anna Agricultural Holdings. All general waste collected by the municipality and it's service providers is finally disposed off at the Hartbeespoort Regional Landfill Site. Rosespruit Landfill Site and Letlhabile Landfill Site were not permitted and as a result, have been closed.

The construction of a lined Leachate Lagoon at Hartbeesfontein Landfill site is urgently required to prevent pollution of ground water in the vicinity of the site.

The municipality has 7 authorised, operational Transfer stations where member of the community can dispose of garden and domestic waste in small volumes free of charge.

Recycling

The following recycling activities are authorised by the municipality include the following:

- Recycling group at Damonsville Transfer station;
- Recycling group at Mothotlung Transfer Station;
- Recycling group in Hartbeespoort, Syferfontein;
- Alternative building material project (Polystyrene recycling) at Kosmos Transfer station.
- Recycling group at Hartbeesfontein Landfill site

The municipality will continue to identify and authorise recycling projects to assist in reducing the volume of waste that is taken to the Landfill site for final disposal. Additional recycling structures will be constructed at transfer stations to make provision for the sorting and storage of recyclable material.

Waste Management By-Laws

The Madibeng Waste Management by-law no.1 of 2008, was promulgated on 2 February 2009 and is implemented throughout Madibeng area of jurisdiction. The by-law is will be reviewed during the 2017-18 financial year.

Integrated Waste Management Plan

The Integrated Waste Management Plan (IWMP) is incorporated under the Sector Plans on page 134 of this document. **The IWMP was reviewed during 2016 and the final document was adopted by Council on 09 December 2016.**

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ENVIRONMENTAL MANAGEMENT

As indicated earlier, Madibeng Local municipality is composed of three dams and four major rivers. The Crocodile River is the longest of the rivers in the Municipality area. This river feeds into the Hartbeespoort dam located in the Southern side of the Municipality.

Bio-Physical Environment

This section describes the status quo of the Madibeng Local Municipality in terms of the bio-physical environmental aspects that influence development progression. Specialists in the fields of geology, landscape character assessment, ecology, aquatic ecosystems, hydrology and wetland, agricultural and soil potential where requested to compile status quo reports in their respective fields.

Climate

Rainfall

The study area consists of 30% dry lands, which is characterized by low annual rainfall and high evaporation rates. The mean annual rainfall is 481mm/annum. The region's temperatures are typical of the area located within the summer rainfall area, and these showers often occur as sporadic thunderstorms. Long term climate data for the province is available for weather stations at Pilanesberg and Mmabatho.

Temperature

Situated in the Savanna biome, the study area is characterised by seasonal (summer) and relatively low and unreliable rainfall. The area falls within the Grassland and Savanna Biomes and therefore experiences extremely high summer temperatures and frost in winter (in some areas) contribute to the stressful conditions for plant growth. Average maximum temperatures in summer are above 30°C and winter typically has dry, sunny days and cold nights of temperatures lower than 3°C.

Land cover

The land cover in the study area is represented in figure 4 and tabulated in Table 2 within MLM, EMF. The southern portion is more congested with land use activity than the central and northern sections. The majority of the study area is covered by open bush and sparse or secondary bushland, specifically in the centre and towards the northern extent. Urban environments are located along the southern portion of the site around the Magaliesberg Mountain Range and Hartbeespoort Dam and along the eastern portion of the study area, coinciding with the Tolwane River in the north-east where the development pressure is most prominent. Less than 5% of the study area is developed for mining purposes or residential typologies and currently within MLM, a very low spatial area is committed to conservation with other more economically profitable industries such as agriculture (cultivated land) dominating the landscape. Approximately 18 000ha of land is under irrigation with about 16 000ha from the Hartbeespoort Dam Irrigation Scheme and 4 000ha from the Crocodile River (Beestekraal/Atlanta Area) (LMM, 2008).

Topography

A large degree of the north-western section is relatively low lying, with elevations lower than 1000 metres above sea level. The highest elevations are located in the southern and south-eastern sections of the study area, with contours ranging between 1500m and 1800m above sea level (Figure 5). This contributes to the varied landscape of mountainous terrain and plains. (Source: Madibeng EMF)

Geology

The study area grades from lithologies related to the Transvaal Supergroup in the South to the Bushveld Igneous Rock Complex in the north. The assemblages thus range from shale, quartzite and sedimentary rocks in the south and granite, Gabbro and other igneous rocks in the north. The dolomite and limestone formation indicated in the north-east and far south of the study area is of high risk with regards to founding conditions. Mudstone and shale are medium risk and quartzite is low risk. Any development will require a geotechnical investigation to determine fault lines and folding, especially the areas indicating the presence of dolomite, which will require a dolomite risk assessment

Vegetation

The Western Sandy Bushveld is found on the North western side of Madibeng. The Central Sandy Bushveld North Eastern tip and cutting through from the North Western to South Eastern part. Springbokvlakte Thornveld is found on the North Eastern part. Marikana Thornveld from the South Western right through to South Eastern part. Patches of Norite Koppies Bushveld in the South Western through to South Eastern part. Moot Plain Bushveld on the Southern part of Madibeng. Gauten shale Mountain Bushveld on the Southern part of the Municipality. Carltonville Dolomite Grassland in the Southern tip. There is one game farm towards the central north of the Municipality. More information on vegetation can be found on page 8 of Madibeng EMF.

Protected Species (Trees/Plants)

The following trees/plants are protected species within the Madibeng Local Municipality :

(Morula Tree) *Schlerocarya Birrea*

(Mogotlho) *Acasia erioloba*

Natural Resources

- **Crocodile River**

The Following Dams are located within its sub-catchment, Hartebeespoort, Rooikoppies and Klipvoor. It is a perennial river falling under order number 3. The river is found in the Bushveld Basin Surface. It is categorized as class C River. The river is critically endangered.

- **Roses Spruit River**

It is a Non-Perennial river. It is categorized as Class C River. The River is found in the Surface of Bushveld Basin.

- **Pienaars River**

The river falls under category or type B. It covers an area of 0.34m2 and it is 3.93 km long.

- **Tolwane River**

This river is a Perennial river falling under order 2 and Class 3. It flows in the Bushveld Basin surface area. It is endangered.

- **Magalies River**

Magaliesberg is a Perennial river Classified as Class C order 2. It flows in the Bushveld Basin surface area and it is critically endangered.

- **Skeerpoort River**

Skeerpoort river is Non-Perennial. It flows in the Bushveld Basin surface area and is classified as order 1 river. The river is critically endangered.

- **Maretlwana River**

Maretlwane River is Perennial. It is an order 1 river. It is in the Bushveld Basin surface area. The river is critically endangered.

Magaliesberg Mountain Range

The Magaliesberg area is geologically unique and scenically beautiful, and on a world scales very rich in biodiversity and associated ecological interactions. A number of threatened flora and fauna species occur in the Magaliesberg, some of which are near endemics to the mountain. It also contains a number of unique habitats large enough to sustain characteristic vegetation types and species that need large areas to survive. The accessibility of the Magaliesberg also makes it extremely valuable for recreational and eco – tourism purposes. (Source: EMF Magaliesberg Protected Environment)

Madibeng Local Municipality takes pride in the Magaliesberg Mountain Range and therefore considers all available policies prior recommendations for any development in the area. EIA applications falling within the area are not encouraged by the Municipality.

Air Quality

In terms of Air Quality Management ACT, 39 OF 2004 (AQA), local municipalities are responsible for monitoring ambient air quality. To comply with the legislation, the municipality in partnership with DACE North West established an ambient air quality monitoring station. The station was established in Damonsville community centre and it will assist in improving ambient air quality in the area by managing the atmospheric pollution and recording data of pollutants.

In terms of section 15 of AQA each municipality is compelled to compile and adopt an Air Quality Management Plan which must be included in the IDP. The act further requires that each municipality must designate an Air quality officer to coordinate matters pertaining to air quality management in the municipality and compile and adopt Air Quality Management by-laws.

The Madibeng Local Municipality has appointed an Air Quality Officer, but the Municipality has not yet compiled Air Quality Management Plan (AQMP). Fortunately, Bojanala Platinum District Municipality is compiling AQMP and Madibeng is represented in the Project Steering Committee therefore while waiting to compile our own plan we can benefit from the District plan as we form part of the district.

Madibeng Local Municipality has representative in the Provincial-Municipal Air Quality Officers Forum and attends quarterly meetings. The Municipality also participates in the Local Environmental meetings for Interested and Affected Parties coordinated by NAPCOF on quarterly basis. A data base of Industries has been developed and it is updated every quarter.

The predominant mining activities in the Madibeng area include the production of the following:

- Ferrochrome
- Vanadium Pent oxide
- Chromium
- Silica Sand used in the manufacturing of glass
- Stone quarries
- Granite quarries
- Platinum

Climate Change

Climate change arise as human activity degrades the natural environment by removing and destroying vegetation that serves as a sink for carbon gases and is one of the serious environmental problems that needs a serious attention.

Madibeng Local Municipality conducts climate change campaigns in various wards per quarter. Environmental forums are also established in various wards to represent the community and share climate change information. Climate change Workshops and Symposiums are conducted to disseminate awareness information on climate change, what causes it and how the people can contribute towards solving the problem of climate change. These activities are planned on quarterly basis.

Environmental Management Framework (EMF)

Environmental Management Framework is a legal tool that is used by Municipalities and departments to achieve sustainable development. EMF also shows and guide areas where development must take place and areas that are environmentally sensitive. The municipality in conjunction with the Department of Environmental Affairs and Tourism (DEAT) and the Department of Agriculture, Conservation and Environment (DACE) are developing an EMF. The Management Framework is completed but it is not yet adopted by the Council. Even if our EMF was compiled after the Spatial Development Framework was completed, the two documents were aligned.

Integrated Environmental Management Plan (IEMP)

The municipality developed a draft IEMP during the 2016-16 financial year. The IEMP is focused on inclusion of environmental requirements, objectives and targets in the Integrated Development Plan (IDP) of the municipality. The draft document was presented for public participation and will be submitted to Council for adoption within the 2017-18 financial year.

Environmental Education and Awareness

This is a tool that is used to promote and empower communities on environmental issues within our jurisdiction. It is used to increase awareness on environmental issues and assist in developing the knowledge, skills, values and commitment necessary to achieve sustainable development. Through this program we support NGO's, Environmental clubs and schools to attend Environmental Education training, Camps and events.

The division implements a minimum of one clean-up campaign per quarter focusing mainly on areas that do not receive a weekly waste management service.

Environmental Impact Assessment

Environmental Impact Assessment is the evaluation of Impacts in relation to a particular development or its alternative and generating mitigation measure or strategies to help reduce the extent of the impact on the environment. The developments are identified as per the EIA regulations, 2006 GN 386 and GN 387. After the Municipality has been identified as the local authority, it is then given an opportunity to register as Interested and Affected Party. The reports are then submitted for comments. Within the Municipality, the comments are made and submitted within the stipulated timeframe with the guidance of available legislation / policies e.g. EMF and SDF.

By commenting on various development activities e.g. Scoping Reports, Environmental Impact Assessment Report and Environmental Management Program Report, it awards the office of Environmental Management an opportunity to ensure that various environmental features within the Madibeng Local Municipality are protected from the damage of development activities. In certain instances where they cannot be 100% protected, rehabilitation measures or plans may be suggested and employed after the activity.

Intergovernmental- Relations

- Madibeng Local Municipality: Waste and Environmental Management is represented on Provincial Air Quality Forum and Waste Forum. The forums are coordinated by Department of Agriculture, Conservation, Environment and Rural Development (DACERD).
- DACERD funded the Air Quality Monitoring Station in Damonsville.
- DACERD funded the Strategic Environmental Assessment for Hartbeespoortdam area.
- Department of Environmental Affairs (DEA) funded Madibeng Environmental Management Framework (EMF) and DACERD had officials on the EMF project steering committee.
- DEA upgraded Kosmos Transfer Station in Hartbeespoort.
- Department of Education, North West Parks & Tourism Board and DACERD are part of Madibeng Environmental Stakeholders Forum which plans Environmental Outreach Programmes in Madibeng.

The Environmental Analysis of the Municipality

The municipalities are required to view environment as an important aspect which if not protected will be harmful to the health and wellbeing of its citizen and natural resources. More so that environmental matters fall within the legislative and executive competence of local government and should form part of the municipal developmental objectives.

The municipality has the responsibility to provide in its IDP document, a detailed analysis of their environment including amongst others:

- Climate and Air quality; temperature, annual rainfall, wind and air
- Habitat and biodiversity; natural resources(flora and fauna)
- Conservation; proclaimed parks/nature reserves and heritage resources, environmental capacity building, awareness and empowerment, cooperative governance and integrated planning
- Water resources; river networks, wetlands, ground and surface water resources(quantity and quality)
- National environmental legislations and policy documents that governs the environment

Over and above these there is a need in the municipal IDP document to define what environment and environmental management terms mean to the municipality with reference to the definitions provided by environmentalist and national legislations. The definitions thereof should not be narrowly limited to meaning the ecology or physical nature, e.g. water, air, fauna & flora, etc, thus excluding the other most important parts that give the environment its entirety.

An integrated environmental management is the code of practice that ensures that environmental considerations are fully integrated into the management of all activities to achieve desirable balance between conservation and development.

The DEAT Guideline on Strategic Environmental Assessment 2000, environmental management must be integrated and acknowledge that all elements of the environment to be linked and interrelated, and it must be taken into account the effects of decisions on all aspects of the environment and all people in the environment by pursuing the selection of the best practicable environmental option.

The main focus areas are:

- Support to environment and sustainable development in the North West
- The Integrated Waste management Plan
- Air Quality Management Plan
- Environmental Impact Assessment for specific projects
- The spatial development framework
- Environmental toolkit for IDPs
- Capacity building for environmental management and sustainable development

Legislation, policy documents and environmental legal register to be considered in relation to environment and environmental management include and not limited to the following:

Legislative Framework	The Environmental Legal Register
The Constitution of the Republic of South Africa Act 108 of 1996	The National Environmental Management Air Quality Act, No 39 of 2004
The National Environment Management Act No.107 of 1998 (NEMA)	The Integrated Waste Management Bill, November of 2004
Environmental Conservation Act 73 of 1989(ECA)	The National Environmental Management Act, Act No 107 of 1998
Local Agenda 21 (LA 21).	Environmental Impact Assessment Regulations, 2010
Air Quality Management Act 39 of 2004	The Environmental Conservation Act, No of 1999
Municipal Systems Act 32 of 2000	The National Environment Management: Biodiversity Act of 10 of 2004
	The White Paper on Integrated Pollution and Waste Management, 2000
	The National Water Act No 36 of 1998
	The World Heritage Convention Act
	The National Waste Management Strategy Implementation
	The National Environment Protected Areas Act
	The Tourism Amendment Act
	The National Heritage Council Act, Act No 11 of 1999
	The Constitution of RSA, Act 108 of 1996
	National Forest Act No 84 of 1998
	Mineral and Petroleum Resources Development Act No 28 of 2002
	National Environmental Management: Waste Act No 59 of 2008

The environmental legal register requires each municipality to work towards complying with environmental legislations. Municipalities are urged to take this register into considerations during their budgetary processes.

The environmental legal register is done with the sole aim of reducing the environmental issues surrounding our communities and total protection of the environment for everyone including future generations.

Summary of Environmental Issues

This is just an illustration you may feel free to mention other specific environmental issues in your area.

Issue	Casual Factors	Required Interventions
Soil Erosion	Roads, Pathways, Mining and uncontrolled human induced veld fires	Conservation practices and thorough controls
Loss of Indigenous Vegetation	Cultivation, poor farming practices, alien plant invasion, ribbon develop-ment, poor catch-ments management, housing development, firewood harvesting, uprooting of some indigenous trees for selling.	<ul style="list-style-type: none"> Education Law enforcement; no development in areas currently not zoned for development unless effects have been considered under National Environmental Management Act: Listed Activity Regulation 386 & 387, including local and district EMP's
Air Pollution	Mining Activity, burning of tyres for metal recovery, burning of waste, fugitive dust from brick making activities	Education, establishment of recycling projects, Monitoring & Compliance with Air Pollution Legislation
Land Pollution	Poor waste management practices, attitude,	Education Law enforcement Recycling projects
Agriculture	Poor farming practices	Capacity building Initiatives
Water Pollution	Alterations in the natural drainage patterns	Integrated catchments planning that will control activities likely to have negative impacts on water and estuarine systems
Urbanization of Rural areas	Lifestyle changes that are not supported by adequate (if at all) social services in the rural areas, viz. waste management	Integrated Waste Management Plan

(Source: EMF, Madibeng Local Municipality)

EDUCATIONAL FACILITIES

Statistical Information on Education in Madibeng - (Census 2011)

	2001	2011
Literacy Rate	81.8	89.0
Attending Educational Institution (%)	70.0,	62.7
No Schooling (%) (20yrs +)	15.1	7.8
Primary Enrolment (%) (6-13yrs)	90.0	93.3
Matric Completion (%) (20yrs +)	20.9	26.7
Completed Higher Education (%)	5.4	3.4

Private schools

Name	Area	Pupils	Classrooms	Language
Academy for Christ	Brits	1085	14	English
Light House College	Brits	262	14	English
Rabboni Christian School	Brits	604	27	English
The Mountain College	Hartbeespoort	137	6	English
Eagle Christian School	Brits	237	14	English
B. Mpoza Independent School	Letlhabile	234	14	English
Peacanwood College	Peacanwood			English
PLG College	Xanadu	346	25	English

List of Schools in Madibeng with needs of services:

Name of School	Emis No	Sanitation	Water	Electricity	Language	Location*
Bothabelo High	100210	No sanitation	Available	Available	English	Oukasie
Charles Mamogale Primary	100235	No sanitation	Available	No electricity	English	Jericho
Dipompong Primary	100301	No sanitation	Available	Available*	English	Dipompong
Frikkie Smith Intermediate	100378	No sanitation	Available	Available	E & S	Skeerpoort
Fumane Middle	100379	No sanitation	Available	Available	E & S	Klipgat
Goakganya	100443	No sanitation	Available	Available	E & S	Phasha
Keitumetse Primary	100650	Available	Available	Available	E & S	Klipgat
Khulusa Primary	100716	Available	Available	Available	E & S	Brits
Lorato Primary	100925	No sanitation	Available	Available	E & S	Hebron
Makanyaneng Secondary (merged) with Diphetogo.	101019	Available	No water	Available	English	Klipgat
Makgabetlwane Primary (Moretele Local Municipality)	101022	No sanitation	Available	Available* Moretele	-	Makgabetloane
Makopye More Middle	101038	No sanitation	Available	Available* merged	English	Jericho
Micha kgasi High	101200	No sanitation	Available	Available	English	Kgabalatsane
Mmamogwai Intermediate	101222	No sanitation	Available	Available	English	
Moiletswane Primary	101305	No sanitation	Available	Available	E & S	Moiletswane
Motlhake Intermediate	104066	No sanitation	No water	Available	S & E	Mmakau
Motshwane High (Mmadikete Lion Sec)	101449	No sanitation	Available	Available* merged	English	Maboloka
Motsile III Primary	101447	No sanitation	Available	Available* merged	E & S	Kgabalatsane
Nkoana Poo (Ntolo Secondary)	101510	No sanitation	Available	Available* merged	English	Madidi
Obed More Special		Available	Available	Available	E & S	
IB Damons Combined School		No adequate sanitation	Available (Jojo) tanks needed	Available	English	Damonsville
Ras Primary (Closed)	101758	No sanitation	Available	Available* merged	Closed	
Refentse Primary	101796	No sanitation	Available	Available	S & E	
Retlhatlositswe	101844	No sanitation	Available	Available* merged	S & E	
Sekwati Primary	101943	No sanitation	Available	Available	E & S	

* E = English S = Setswana

HEALTH SERVICES

Community participation is the cornerstone of the Primary Health Care system and also a legislative imperative. Various structures such as hospital boards, health forums and ward committees exist in order to facilitate community involvement on health issues that affect their daily lives. There is a plan to revitalize and strengthen these health forums.

There are two hospitals in Brits, namely the Brits Hospital and Brits Medi Clinic, which is a private clinic. Apart from that we have the following primary health care centres, with trained nurses rendering services:

INSTITUTION		NO. PN	PHC TRAINED NURSE	SERVICES RENDERED
Maboloka	20,531	5	2	7 days
Fafung	3,778	1	0	8hrs
Hebron	12450	10	4	24hrs
Jericho	11,821	4	1	reduced to 7 days
Refentse	2104	1	1	8hrs
Mmakau	22,157	7	4	7 days
Buffelsdoring	2537	2	1	8hrs
Ikhuseng	18720	11	2	24hrs
Hartbeespoort	8,217	2	0	8hrs
Broederstroom	4,533	2	0	8hrs
Damonsville	6,115	1	0	8hrs
Hartbeespoort	8,217	2	0	8hrs
Madibeng Main	10,231	3	1	8 hrs
Sonop	4,582	2	0	8hrs
Bapong	17,106	5	1	7 days
Segwaelane	7,012	2	0	8hrs
Majakaneng	16,286	3	2	8hrs
Letlhabile	74,032	16	3	24hrs
Mothotlung	15,845	5	3	7 days
Rabokala	5,110	2	1	5 days
Kgabalatsane	13,262	2	0	5 days
Madidi	8,343	2	1	5 days
Wonderkop	13,393	6		5 days
Oukasie	12,904	4		6 days
Oukasie maternity	4,162	9	0	24hrs

A normal nurse's patient ratio is 1:38 but with the present situation the ratio is 1.54 resulting in prolonged patient waiting period at facilities.

HIV/AIDS

The municipal area is also adversely affected by the high rate of HIV/AIDS. A recent study by the municipality reveals HIV/AIDS a prevalence rate of 45.5% which is quite high compared to the North West prevalence rate of 26.7%. This can attributed to a number of factors such as higher proportions of migrant workers (miners and farmers), high rates of poverty, unemployment and teenage pregnancies. There has been a growth in truck movement that move across municipal boundaries, which may pose its own problems.

• Socio-Economic Impacts of HIV/AIDS Epidemic in the Municipality

The epidemic is primarily in the economically active population (age 18 – 39), placing a disproportionate burden on an age group with critical social economic roles. Women experience more infections at an earlier age than men, with consequent greater loss of healthy years of life and greater share of burden of care

Mortality rate is increasing among the occupational groups within Madibeng municipality, leading to problems such as high rate of absenteeism, increased costs for care and treatment of workers and low productivity. Although there are no reports which determine whether the rate of excess mortality is due to AIDS or non- AIDS causes, there is a basis for concern. A recent visit to a hospital belonging to one of the largest mines in the province, which is located to the municipality, indicated a total of 159 deaths in one financial year from HIV/AIDS in mine workers. A representative of Brits Industrial Association has also expressed pressure felt by industries due to AIDS related deaths.

• Local Response Towards HIV and Aids

The Department Public Safety and Social Development within the municipality initiated poverty alleviating projects such as gardening, broiler, bakery of which the beneficiaries include people living with HIV/AIDS. These are income generating projects which are intended to contribute towards poverty reduction.

The following programmes have been introduced in an attempt to alleviate the scourge of HIV and AIDS and poverty the municipality:

- Social groups which are able unable to meet their food requirements (food provision).
- The child headed household, especially in the event of high incidence of HIV and AIDS (Care and Support).
- Providing Social Support to the youth in order redirect their energy away from Social crime.
- Formation of Local AIDS Council which is constituted by representatives from various government departments, business and Non Profit Organisations
- Groups who have been and wish to be involved in income generating projects
- Involving the disabled in all relevant objectives in increasing their accessibility to various programmes applicable them.
- Financial support to non profit organizations that deal with HIV/AIDS
- Development of Madibeng Local Municipality HIV/AIDS Policy and Strategy. The study conducted in the Municipality resulted in the development of HIV/AIDS policy and formulation strategy for the community of Madibeng. This will ensure that all multi-sectoral social upliftment programmes within the Municipality are properly planned, implemented, monitored and evaluated.
- Partnership with South African Local Government Association on decentralized response on HIV/AIDS
- Voluntary Counseling and Testing, Prevention of Mother to Child Transmission, Ante Retrovi-ral Treatment
- Interdepartmental Forum

Approximately 492 people living with HIV/AIDS receives social grants from the Provincial Department of Social Development. 41 people are involved in poverty alleviation projects such as vegetable gardens, poultry, carpentry, and bakery and offering home based care. The cooperate sector donate funds for provision of training to capacitate health workers to improve treatment and care.

Madibeng has 28 Non Governmental Organisations rendering the following HIV/AIDS related services:

- ♦ Social mobilisation and communication: awareness/promotional activities,
 - the distribution of promotional materials, social mobilisation through youth programmes and community outreach programmes , and
 - HIV/AIDS support groups, behaviour change programmes, programmes in schools,
 - Sexuality and abstinence education, training of child care and community workers.
- ♦ HIV/AIDS prevention programmes: life skill education, peer education, sexually transmitted infections management, HIV testing services, condom distribution, sexuality and abstinence.
- ♦ Continuum of care services: in- and out-patient care, home based care, providing medication, nutritional advice and support, support services for infected and affected people, emotional and spiritual support.
- ♦ Work place programmes: workplace awareness/prevention programmes, workplace support groups.

The Madibeng Local Municipality prides itself with Non Profit Organisations such as Maboloka HIV/AIDS Organisation (Mahaao), which is a community based organization that fights HIV/AIDS, founded on the principles of Human rights and confidentiality. It started in 1998 as a group of Directly Observed Treatment (DOT) Supporters for TB clients at Maboloka Clinic. The organization further developed into a Home Based Care programme which was registered in 2001 and a 28 bedded hospice was established in February 2004.

The organization runs the following programmes:

- Home Based Care
- Peer Education Project for youth
- Hospice Care
- People Living with HIV/AIDS support group.
- Door to door campaigns
- Anti Retroviral Viral Treatment
- Awareness Campaigns

FIRE AND DISASTER SERVICES

Madibeng Fire and Emergency Services, located in the Brits town, is the main Fire Station with Letlhabile Fire Sub station serving the northern parts of the Municipality.

The strategic goal for fire and emergency services is to improve services and performance standards. The objective is to save lives and property and also provide humanitarian help.

Fire risk classification in Madibeng is as follows:

- High risk 21%
- Medium risk 33%
- Low risk 46%

Taking into account the size of the area, and the population size, as well as the classification of risk within Madibeng and comparing it with the SABS prescribes, it is quite evident that there are gaps in service provision. SABS 090 - 1972: Code of Practice for Community Practice Against Fire prescribes that the response time from the nearest Fire and Emergency Services should at least be 12 minutes to the scene or within the radius of 50 km.

Collaboration with other Agents

The municipality collaborates with the following agents in order to provide an effective fire services:

- ✦ NECSA which provided Fire fighting services to the former Hartbeespoort TLC areas. A services level agreement is being developed to be in line with the Municipal Finance Management Act.
- ✦ Western Platinum Mine is also servicing Mooiooi and the surrounding areas.

SPORTS AND RECREATION

The majority of active sport facilities in the Local Municipality of Madibeng are currently provided in Brits town. The Madibeng Sport and Recreation Council (MASREC) has committed itself to attract Federations to this area. The municipality will give MASREC support to achieve its set aims and objectives.

Active Sport and Recreation Activities

Oukasie	
Property description:	Erf 750
Type of Sport:	Soccer, Tennis, Volleyball, Netball
Type of facilities:	Soccer x2; Tennis x2; Volleyball x2; Netball x2
Damonsville	
Property description:	Erf 442
Type of Sport:	Soccer, Tennis
Type of facilities:	Soccer x1; Tennis x2
Letlhabile	
Property description:	Erven 4874, 3843, 1841
Type of Sport:	Soccer, Tennis, Netball, Basketball
Type of facilities:	Soccer x3; Tennis x2; Netball / Basketball x3
Brits	
Property description:	Ptn 704
Type of Sport:	Rugby, Cricket, Tennis, squash, Boxing, Karate, Wrestling, Gymnastics, Badminton, Korfball, Bowls, Jukskei & Soccer
Type of facilities:	1x Rugby field; 1x Cricket field; 1x Swimming pool; 2x sport Halls; 12x Jukskei Fields; 2x Bowling Greens; 8x Tennis Courts; 4x Korfball Courts, 1 x Soccer stadium
Primindia	
Property description:	427 J.Q.
Type of Sport:	Soccer,
Facilities:	1x Soccer Field; 1x Swimming Pool; 2x Tennis Courts; 2x Netball Courts
Klipgat	
Type of Sport:	Soccer, Basketball, Netball
Facilities:	1 x Soccer Field, 2 x Combi-courts

Mothutlung	
Type of Sport:	Soccer, Basketball, Netball
Facilities:	1 x Soccer Field, 2 x Combi Courts
Hebron	
Type of Sport:	Soccer, Netball, Tennis, Basketball
Facilities:	1 x Soccer Field; 2 x Combi Courts
Modderspruit	
Type of Sport:	Indoor sport e.g. boxing, volleyball etc
Facilities:	Hall
Jericho	
Type of Sport:	Soccer & Netball
Facilities:	1 x Soccer Field; 1 x Netball Field
Elandsrand	
Type of Sport:	Soccer
Facilities:	1 x Soccer Field
Type of Sport:	1 x Soccer Field;
Facilities:	Ablution Block, Change Rooms, Multipurpose Courts, Guard House

Infrastructure Development in Sport and Recreation

Name of Project	Project Description	Project Amount	Project Status
Moiletswane Sport field	Community consultation phase	R1 317 025.00	Funding just approved
Kgabalatsane Sports Facility	2 x Soccer Fields, 1 x Combo Netball/ Volleyball Courts, 1 x Tennis court, Ablution facilities, Diamond mash wire fence, water storage tanks, borehole.	R2m Additional funds still to be applied for	Application
Ward 31 Sports Facility	To be registered	R 2 000 000.00	Application
Maboloka Sports Facility	To be registered	R 8 000 000.00	Application

LIBRARIES

The municipality has eight libraries, situated in Brits, Kosmos, Schoemansville, Jericho, Oukasie, Damonsville, Lethlabille, Mothutlung and Lethabong – refer to the table below for more detailed information:

Since literacy is part of library the programs, there are programs that are running in all the libraries in Madibeng. The program for the blind is up and running in the Brits library.

Libraries are now using a new system called Brocade, which has been installed at Oukasie, Brits Lethlabille and Hartbeespoort,,Damonsville, Kosmos and Mothotlung.

Library Facilities

Area	Members	Books	Average/monthly circulation	Average/member	Average monthly usage	Librarians
Brits	7150	35377	4581	0.71	2446	1
Damonsville	776	3982	82.91	0.11	64	1
Kosmos	299	9700	153.08	0.51	50	1
Oukasie	520	198	69.8	0.13	862	1
Hartebeespoort	- 6502	26080	3437	0.52	875	1
Lethlabille	1468	8419	93.6	0.13	1600	1
Mothutlung	741	6575	65	0.09	267	1
Jericho	520	2286	13.75	0.08	80	1
Lethabong	119	-	-		50	
Hebron	No information available					

Guiding principles

1 Library for 10 000 citizens (short and medium term)

1 Library for every 15 000 citizens (long term)

SOCIAL SERVICES

The municipality has strived to collaborate with several sectors in order to address social ills such as poverty, crime, ill health and others in order to contribute towards the improvement of social quality of life. The municipality works in partnership, with the Brits and ODI Service Point which renders the following services: *Restorative justice, Social work, Community Development and Social Security*.

Poverty Alleviation Projects

The municipality has committed itself towards poverty reduction measures. The office of the President has declared Maboloka as one of the nodal areas in the North West Province and the project is called poverty war- room. The aim is to address issues of Poverty in Maboloka. The Bojanala District Municipality gives support to the project.

Arts and Culture

Arts and Cultural groups do exist in different communities. The Arts, Culture and Heritage Foundation was launched at the Primindia hall on the 9 July 2005. The purpose of the formation of this structure is *inter alia* to encourage awareness and to consolidate community participation in the development of arts, culture and heritage.

The foundation serves as the mother body to all cultural bodies and associations that embody all art forms and categories. Five category associations that report to the foundation were also formed. These categories are Drama, Music, Arts, Fine Arts, Dance and Heritage.

Child Care Facilities

According to the Municipal Structures Act this area is the core of the municipality whereby social service has been busy doing the investigation as to regulate and monitor the service. It also forms part of the part of the Child Care Act No. 74 1983

PUBLIC SAFETY

Arrive Alive Campaign

The municipality is also actively involved in the Arrive Alive Campaign which was launched during 1997. Since embarking on this campaign it is clear that there is a significant reduction on road accident fatalities. This is also reflected in the amount of accidents that took place during the festive seasons.

The planning of this actions and day to day activities is based on the identifying of danger areas by means of accident reports.

The Madibeng Local Municipality is embarking on a campaign whereby special attention is being given to taxis and problems regarding this part of the traffic fraternity. Provide quarterly free Pre trip Road worthiness Inspection for Taxis.

TRANSPORT

Spatial Development Initiatives

The two Spatial Development Initiatives (SDIs) present in MLM are the Platinum Corridor and the Mabopane-Centurion Development Corridor. The former is of high importance based on the fact that it forms part of the key National imperatives.

Platinum Corridor

The Platinum Corridor runs parallel to the Magaliesberg Mountain Range along the N4 freeway. This corridor is part of the bigger transport link which stretches from the Walvisbay in Namibia through Botswana on the western side and links to the Maputo Corridor in the eastern direction. The Platinum Corridor is essentially meant to link Namibia, Botswana, Gauteng and Mozambique to Brits and its surroundings, so as to stimulate the tourism, business and industrial/commercial development in MLM.

This corridor is more a transport corridor than it is a land use corridor. This is attributed to the fact that it is a freeway, which allows more mobility than land use. In this regard there is a need for a smaller scale spatial form that will harness MLM's local economies and link it to the Platinum Corridor.

Mabopane-Centurion Development Corridor (MCDC)

The Mabopane-Centurion Development Corridor (MCDC) is located on the eastern direction of the municipal area. This corridor feeds into the Platinum Corridor and intends to link Brits with Tshwane, Centurion, Sandton and Mabopane. The idea is to link major residential and employment areas in this zone. These may include the automotive cluster in Rosslyn, linked to Mabopane's labour markets and the high tech industries in centurion. Through this corridor, agglomeration economies shall emerge and the existing economic base will be harnessed.

Brits-Rosslyn Mixed Land Use Corridor

Brits-Rosslyn Mixed Land Use Corridor is in alignment to the MCDC and the Platinum Development Corridor. There are various land uses found in this area, ranging from residential, industrial, commercial and mining developments. This is beneficial with regards to the Platinum corridor as good manufactured from Rosslyn and Madibeng agricultural produce can be stored and be readily available for transportation within the Platinum corridor linkages.

This corridor stretches from the core (Brits/Oukasie) of MLM to the eastern side towards Rosslyn, where it covers Damonsville, Mothutlung and Mmakau. There is increased interdependence between this area and Tshwane. The R566 and the railway line are the backbone of this corridor. In this regard there should be attempts to foster public and commercial transport infrastructure as to allow the efficient and cost effective transportation of good and people.

The Madibeng Local Municipality is using the Bojanala Platinum District Municipality Integrated Transport Plan which has a Vision, objectives and programmes.

Brits Town

North West Star and Thari Transport provide public transport service in the Madibeng area and mainly service commuters and learners to and from outside areas.

Extent of public transport operations

Public transport operations	Letlhabile	Oukasie	Primindia	Brits	Mothutlung
No. of taxis operating	118	45	270		
No. of buses operating	22				
No. of taxi ranks	1	1	1	3	
No. of bus terminus	1			2	1

Public Transport Activities	North West STAR	NW Department of Transport
Taxis	620	170
Buses	94	52
Bus terminus	1	1
Taxi ranks	4	8
No. of traffic officers (Brits)	16	16

- **Thari**

- (i) Type of contract

The subsidised commuter services undertaken by North West Star's Thari operating unit in Mothutlung are operated under an interim contract, which commenced on 1 April 1997.

- (ii) Scope of service

Services cater for passengers wanting to travel to Brits, Rustenburg, Ifafi / Meerhof and the southern, eastern, central and northern areas of Pretoria (including Rosslyn). Services are operated in both peak and off peak periods. The peak services carry goods loadings, while the off-peak services are mostly under-utilised.

- **Batswana Gare**

- (i) Type of contract

The subsidised commuter services undertaken by North West Star's Gare operating unit in Mabopane are operated under an interim contract, which commenced on April 1997.

- (ii) Scope of service

Services cater for passengers wanting to travel to areas within the North West Province and to the southern, eastern, central and northern areas of Pretoria. Services operating to Pretoria operate via the Erasmus Transfer Station and Mabopane Station where passengers transfer onto buses operating to Pretoria. Services are operated in both peak and off-peak periods. The peak services carry good loadings (in most cases buses are overloaded), while the off-peak services are mostly under-utilised.

Skeerpoort Area

Public Transport

Northwest Star provides a public transport service in the Skeerpoort area and mainly service commuters and scholars to and from the urban areas north-east of Skeerpoort. The pickup point for the taxi service is located in front of the filling station in Skeerpoort. A need has been expressed for a proper taxi rank in the area, especially regarding the payment of pensioners, which generate a high volume of taxi traffic towards the end of each month. Due to the rural nature of the Skeerpoort area and the low population densities, it is difficult to provide a cost effective public transportation system. As indicated above a bus transport system and a taxi system are currently provided.

Hartbeespoort Town

Public Transport

Thari Transport and, in some areas PUTCO, provides a public transport service in the Hartbeespoort area and mainly service commuters and learners to and from outside areas.

Several taxis also service this area with a waiting point in Scott Street. This is, however, no recognized taxi ranks

Railway line fell in disuse when Spoornet decided that the line is a burden due to maintenance cost. A private person however uses a small portion of the line from Pecanwood to Meerhof for weekend excursions with a motor trolley.

Public Transportation Operations.

Types of operations	Hartbeespoort
Number of taxi's operating	10
Number of busses operating	3
Number of taxi ranks	-
Number of bus termini	-

Rural Areas and Villages

The bus network in the rural areas and villages shows that the urbanized parts of the Madibeng, which is Hartbeespoort in the south through Mothutlung, Ga-Rankuwa, are well served by paved bus routes. Apart from these well-served areas, there are other important bus route corridors. The route northwards stretches from Brits through Letlhabile, Maboloka, Mainland, Jericho, and Sephai up to Fafung at the Klipvoordam. A paved route stretches from the Mabopane – Hebron - Erasmus area in the east through the villages of Kgabalatsane, Ramagoadi and Rabokala up to Letlhabile. The bus routes in the rest of the area consist of a gravel route system.

Amenities available at Madibeng taxi ranks according to municipal area (% of total)

Amenities	Number
Total No of Ranks	24
% Informal Ranks	88
% Electricity	13
% TA Office	17
% Toilets	21
% Shelters	13
% Pass Seats	13
% Hawkers	4
% Public Phone	29
% Water	21

RAIL

There are three distinct railway lines in the MLM. Two run horizontally in the southern area of MLM while the other runs in a north westerly direction of the R511. Of the horizontal ones, one is located south of Hartbeespoort Dam, while the second one is located on the north side of the Magaliesberg Mountain range. The one below the dam stretches along the R560 and at the base of the Witwatersberg mountain range, all the way to Longmeadow. However this railway line is not in use, but there are tourism options for it in the future.

The other railway line enters MLM at Rosslyn, runs past Mmakau via south of Brits and travels north of Bapong into the western boundary of MLM. This railway has four station located at the north of Bapong, Brits CBD, Brits Industrial and Mmakau. The third railway line stretches from Mmakau-Bapong into the northern direction similarly to the R511 route. This railway line has three station and ends at the last one. These stations are namely, the Lanberg, Rooikoppies Dam and the final one at Kalklaagte mine.

Commuter train services impact on the south eastern portion of the district. Commuter trains operate from De Wildt to three other stations in the district (Taillardshoop, Garankuwa and Medunsa) and thereafter to Rosslyn, and terminals at Belle Ombre and Bosman Street stations via Pretoria North and Hercules.

Currently, there are 4 peak hour trains per day between Monday and Friday from De Wildt to Wintersnest and beyond and, likewise 4 trains in the reverse direction. In the longer two hour peak period there are 7 and 8 trains respectively. Over a 24 hour period, there are 22 trains between De Wildt and Wintersnest and 23 in the return direction. Accordingly, the headways on that section of line are 15 minutes. The line carries less than 1000 peak period passengers from BPDM into Tshwane and the capacity utilisation is, therefore, only around 25%.

The train trip from De Wildt to Pretoria takes 60 minutes compared with 35 minutes by minibus-taxi. The tariff for train trips at 7c per km is considerably lower than for buses or taxis at between 15c and 20c per km. The single trip cost per ticket from De Wildt to Pretoria is R5 and this compares favourably with buses and minibus-taxis.

PROJECT PHASE

PRIORITIZED PROJECTS FOR THE PERIOD 2018/19 TO 2020/21

DESCRIPTION	WARDS	PROPOSED BUDGET 2018/19	BUDGET 2019/20	BUDGET 2020/21	Funding Source
KLIPGAT EXTENTION WATER SUPPLY	24,8,36,37	30 000 000	30 000 000	30 000 000	MIG
HEBRON/ KGABALATSANE/ ROCKVILLE/ITSOSEN/ WATER	10,15,16,41	45 000 000	35 000 000	35 000 000	MIG
HEBRON TO MADIDI BULK WATER PIPELINE	3	35 000 000	30 000 000	40 000 000	MIG
INDUSTRIAL SEWER DE KROON	21	10 245 350			MIG
KLIPGAT SANITATION PROJECT	24,8,36,37	25 000 000	20 000 000	20 000 000	MIG
WARD 1 VIP TOILETS	1	15 000 000	14 000 000	12 000 000	MIG
UPGRADING OF MOTHOTLUNG OUTFALL SEWER	20		20 000 000	20 000 000	MIG
UPGRADING OF OUKASIE OUTFALL SEWER	13;14;22,		25 000 000	21 000 000	MIG
WATER SUPPLY AUGMENTATION: BOREHOLES	1,2,25,26,27,29,34	10 000 000	15 000 000	15 000 000	MIG
HIGH MASS LIGHT ENERGISING	10,15,16,41	2 249 750	2 797 000	2 577 850	MIG
UPGRADING OF INTERNAL ROADS OF CLUSTER 1	7,25,28,31	12 250 000	10 000 000	13 000 000	MIG
UPGRADING OF INTERNAL ROADS OF CLUSTER 2	17,18,19,20,21,35	13 000 000	11 000 000	12 000 000	MIG
UPGRADING OF INTERNAL ROADS OF CLUSTER 3	10,15,16,41	12 250 000	11 000 000	12 000 000	MIG
UPGRADING OF INTERNAL ROADS OF CLUSTER 4	3,8,24,36,37	13 000 000	11 000 000	14 000 000	MIG
UPGRADING OF INTERNAL ROADS OF CLUSTER 5	9,11,12,38	28 787 417	11 000 000	13 000 000	MIG
UPGRADING OF INTERNAL ROADS OF CLUSTER 6	1,2	12 212 583	11 000 000	12 000 000	MIG
UPGRADING OF INTERNAL ROADS OF CLUSTER 7	4,5,6,34	12 500 000	11 000 000	12 000 000	MIG
MABOLOKA SPORTS FACILITY	4,5,6	9 500 000			MIG
OUKASIE SUBSTATION	13;21;22,39		16 000 000	19 200 000	INEP
PMU OPERATIONS AND MANAGEMENT		14 262 900	14 000 000	14 925 150	MIG
TOTAL		285 258 000	297 797 000	317 703 000	

COSTED PROJECTS AS PER WARD NEEDS LISTED IN 5 YEAR IDP

DESCRIPTION	WARDS	ESTIMATED COST	FUNDING SOURCE
BOREHOLES REHABILITATION	34,35	R15 500 000	DWS / MIG
KOSMOS RIDGE SEWERAGE TREATMENT PACKAGE PLANT	29	10 000 000,00	INTERNAL
MABOLOKA BOREHOLES ENERGIZING	4,5,6	500 000	PIG
MADIBENG INTERGRATED WATER MANAGEMENT PLAN	1 to 41	5 000 000,00	MWIG
MAJAKANENG PHASE 1 BOREHOLE REFURBISHMENT	7 & 28	10 000 000.00	DWS
REFURBISHMENT OF WASTE WATER TREATMENT WORKS	23,20,11 & 12	45 000 000	MLM
REFURBISHMENT OF RESERVOIRS	23,9,11	5 000 000	MLM/DWS/MINING SECTOR
RETAIL WATER METERS		14 000 000	INTERNAL
SCHOEMANSVILLE SEWER PUMP STATIONS	30,33	60 000 000	INTERNAL
SCHOEMANSVILLE TELEMETRY SYSTEM	30,33	1 000 000	INTERNAL
SUNWAY VILLAGE BULK SEWERLINE	30	5 000 000	MLM
FENCING OF SUNWAY TREATMENT PLANT	30	200 000	MLM
SUPPLY WATER METERS	Ward 1 to 41	37 500 000	DWS / MLM
UPGRADING OF SEWER INFRASTRUCTURE	21	25 000 000	MIG
COMBINATION TRUCK FOR SEWER	all Wards	15 000 000	MLM
VIP TOILETS	2 ,28,33 and 9	25 000 000	MIG/DWS/HS
WATER RETICULATION	8,14,25,40,5,41,37and 18	100 000 000	DWS/ MIG
WATER TANKERS PROCUREMENT	all wards	75 000 000	MLM
BOWLING GREEN & COMMUNITY CENTRE	33	R7 000 000	MIG
CEMENT PALISADE FENCE AT CEMETERY	20	R8000 000	MIG
CONSTRUCTION OF CEMETERY	8	R5 000 000	MIG
CONSTRUCTION OF PARK	1, 10,11,20	R7 100 000	MIG/MLM
CONSTRUCTION OF SPORTS FACILITY	2,4,8,10,31,40,26,35	R51 000 000	MIG
CONSTRUCTION OF WASTE TRANSFER STATION	3, 34, 39	R15 000 000	MIG
FENCING OF CEMETERY	4, 6, 31	R12 000 000	MIG
HARTEBEES LANDFILL SITE (capping)	33	10 935 000	MIG
KGABALATSANE SPORTS FACILITY	10	2 000 000	MIG
KLIPGAT LIBRARY	8,24,36,37	R6 500 000	MIG
MMAKAU LIBRARY	17,18,19	7 000 000	MIG
UPGRADING OF CEMETERY	25, 26, 34, 40	3 000 000.00	MLM/MIG
UPGRADING OF LIBRARY	21	R5 000 000	MIG
UPGRADING OF SPORTS FACILITY	11, 12, 14, 20, 31, 39	R14 000,00	MIG
WARD 31 SPORTS FACILITY	31	2 000 000,00	MIG
WASTE REMOVAL	19	R2 000 000	INTERNAL
WASTE REMOVAL	29	1 000 000.00	INTERNAL
WASTE SKIPS	30	R100 000.00	MIG
DEVELOPMENT OF LETLHABILE TAXI RANK	9,11,12,35		MIG
UPGRADING OF HEBRON TAXI RANK	41	13 000 000	MIG
UPGRADING OF OUKASIE TAXI RANK	13,14,22,39	6 000 000	MIG
MOOINOOI FIRE STATION	27	7 300 000	MIG
LETLHABILE FLEA MARKET	9,11,12,35	7 000 000	MIG
DEVELOPMENT OF HAWKERS PAVILLION(VARIOUS TOWNSHIPS)	9,11,12,13,20,21,22,35,39	15 000 000	MIG
FORMALIZATION OF RURAL AREAS	1, 2, 4, 5, 6, 7, 8,10, 15, 19, 24,28, 31, 32 34, 35, 36, 37, 40 41	R41 000 000	DRD&LR
CONSTRUCTION OF NEW MUNICIPAL BUILDING	23	R 100 000 000	INTERNAL
MABOLOKA 1,7 KM ROAD	4	R10 000 000	MIG/RBIG/ PRIVATE SECTOR
REFURBISHMENT RIETFontein WASTE TREATMENT PLANT	30	R385 000 000	
UPGRADING OF BRITS PURIFICATION PLANT	23	R950 000 000	

CONTRACTED SERVICES

Project Name	Contract Amount	Duration	Appointment Date
Proposal for Cluster Roads			
Fafung to Rasai Road		Once off	03 December 2012
Contractors for Upgrading of Rankotea Road and Associated Storm Water System Phase 1	R 16 055 016.72	Once off	27 September 2012
Consultants for Madidi Multi Purpose			
Consultants for Klipgat Sanitation Phase 1		Once off	03 December 2012
Proposal for Cluster Roads			
Council's Panel of Attorneys	As & when required	36 Months	05 December 2012
Supply,delivery , installation & maintenance of ICT peripherals devices and systems	As per Price Schedule	36 Months	08 April 2016
Resolving 2011/12 Audit Findings and Preparation of 2012/13 Annual Financial Statements			
Water & Sanitation infrastructure maintenance	As & when required	36 Months	14 October 2014
Construction of Jerich Makgabelwane Road phase four	R 11 640 451.25	Once off	14 November 2014
Appointment of panel of debt collector			
Security Services -municipal Premises	R 9 759 .49 per Guard	36 Months	01 November 2011
Provision of professional VAT services for period of 3 years			
Cleaning of Mobile Toilets	As per Price Schedule	36 Months	17 September 2014
Procurement of Turkey Solution from a single point service provision for ICT Infrastructure	R 1 797 268.14 per month	36 Months	23 December 2014
Routing Horticultural Maintenance Service for Madibeng Facilities	As per Price Schedule	36 Months	22 September 2014
Supply, Installation and maintenance of smart time and attendance biometric system		36 Months	01 October 2014
Construction of Fafung to Rasai Road phase 2	R 5 576 506.65	Once off	03 October 2013
Construction of Hebron, Rockvill and Kgabalatsane water reticulation networks	R34 950 525.02	Once off	25 February 2015
Service Provider for Cluster 2 : Security Service	R 451 525.48 Per Month	36 Months	28 July 2013
Upgrade of Rankotea Road (Phase 2)	R 9 959 952.42	Once off	03 October 2013
Construction of Hebron,kgabalatsane, Rockville	R 42 777 896.20	Once off	02 October 2015
Construction of Hebron,kgabalatsane, Rockville	R 3 821 242,38		
Waste management services for Hartebeespoort west	As per Price Schedule	36 Months	23 June 2016
Provision for securities Cluster 3	R 11 526.01 per Month/ per Guard	36 Months	07 May 2015
Madibeng Cluster 3 Roads Hebron Itsoseng			
Lethlabile Block B and I road			
Construction of multi - purpose center Madidi	R 8 338 645.53	Once off	27 November 2015

Project Name	Contract Amount	Duration	Appointment Date
Dithabaneng Multi Purpose Center	R 7 687 489.60		
Construction of Klipgat stormwater Phase 3A	R 6 240 875.85	Once off	29 October 2015
Construction of Mmakau internal roads	R 14 261 388.31	Once off	29 October 2015
Upgrading of the main bus & taxi rank	R 703 722.00		
Upgrading of the main bus & taxi rank	R 774 200.00		
Upgrading of the main bus & taxi rank	R 152 635.00		
Upgrading of the main bus & taxi rank	R 289 455.00		
Upgrading of the main bus & taxi rank	R 717 071.40		
Upgrading of the main bus & taxi rank	R 2 160 959.47		
Upgrading of the main bus & taxi rank	R 2 617 250.00		
Upgrading of the main bus & taxi rank	R 1 119 046.80		
Consultants for Hebron to Madidi bulk water pipeline project			
Supply and delivery of water materials			
Construction of Jericho cemetery road			
Appointment of panel of civil engineering contractor for various roads and storm water.			
Oukasie stormwater	R 9 029 832.84		
Lethlabile Stormwater Phase 2	R 4 867 511.00	Once off	29 October 2015
Consultants for the Brits Bus and Taxi Rank Upgrading Projects		Once off	25 September 2015
Rendering of physical security services cluster 4	R 12 102.47 per Month/ per Guard	36 Months	11 September 2015
Waste Removal Hartesfontein			
Professional services on electricity bulk infrastructure- Oukasie(Substation)			
Construction of electricity bulk infrastructure-Oukasie(Substation)			04 September 2015
Supply and delivery of protective clothing	As per Price Schedule	36 Months	12 October 2015
Year end procedures and compilation of annual financial statements	As per Price Schedule	36 Months	31 March 2016
Consultant for Various roads	As and when required	36 Months	09 December 2015
Upgrading of gravel road - Segwaelane	R 14 036 332.08	Once off	31 October 2016
Upgrading of gravel road - Segwaelane	R 883 386.00		
Upgrading of gravel road - Segwaelane	R 2 073 956.40	Once off	23 February 2017
Supply and delivery of Water meters	As per Price Schedule	24 Months	18 August 2016
Supply and delivery of Transformer Pole Mounted	As per Price Schedule	24 Months	18 August 2016
Upgrading of internal road cluster 8 Mmakau	R 11 203 322.35	Once off	27 October 2016
Upgrading of internal road cluster 8 Mmakau	R 1 120 322.35	Once off	09 February 2017
Upgrading of internal road cluster 8 Mmakau	R 122 3926.12	Once off	15 March 2017

Project Name	Contract Amount	Duration	Appointment Date
Upgrading of internal road cluster 5 Letlhabile Block G & Block I	R 13 998 177.74	Once off	28 October 2016
<i>Upgrading of internal road cluster 5 Letlhabile Block G & Block I</i>			
Upgrading of Rietfontein Waste Water Treatment Works	R 8 946 888.78	Once off	16 September 2016
Maintenance of Electrical Infrastructure	As per Price Schedule	36 Months	29 September 2016
Compilation & Publication of Madibeng Environment Plan	R 604 200.00	Once off	18 July 2016
Provisioning of waste management and environment related services	As per Price Schedule	36 Months	30 May 2016
Hiring of Plant & Machinery	As per Price Schedule	36 Months	18 July 2016
Hiring of Plant & Machinery	R 639 312.00	Once off	11 September 2017
Supply & Delivery of water & waste water Chemicals & Laboratory Chemicals	As per Price Schedule	36 Months	07 July 2016
Construction of Hebron & Itsoseng Water Reticulation Networks Phase 3A	R 25 492 469.04	Once off	19 August 2016
<i>Construction of Hebron & Itsoseng Water Reticulation Networks Phase 3A</i>	R 2 834 040.00		
Construction of Fafung to Ga-Rasai Road	R 24 614 880.74	Once off	27 June 2016
Construction of Klipgat Sanitation Phase 3	R 13 064 982.86	Once off	19 August 2016
Construction of Klipgat Sanitation Phase 3	R 5 946 902.84		
Construction of Hebron & Itsoseng Water Reticulation Networks Phase 3B	R 19, 362, 093.37	Once off	19 August 2016
<i>Construction of Hebron & Itsoseng Water Reticulation Networks Phase 3B</i>	R 2 834 040.00		
<i>Construction of Hebron & Itsoseng Water Reticulation Networks Phase 3B</i>	R 1 018 660.19		
<i>Construction of Hebron & Itsoseng Water Reticulation Networks Phase 3B</i>	R 441 981.33		
Waste Removal Services In Mothotlung	As per Price Schedule	36 Months	27 June 2016
Panel of Civil Engineers	As & when required	24 Months	05 August 2016
Construction of Cluster 3 Kgabalatsane Road	R 11 246 440.40	Once off	24 October 2016
Assist with adhoc and supplementary valuations	As per Price Schedule	36 Months	24 February 2016
Provision of short term insurance	R 8 789 799.42 per annum	36 Months	12 September 2016
To implement Credit Control Measures	As per Price Schedule	36 Months	13 February 2017
Collection of Meter Readings	R 11.00 per meter	36 Months	13 February 2017
Panel of professional consulting engineering services	As & when required	24 months	06 December 2016
Printing and posting of consumer statements	R 4301.11 per 1000 statements	36 Months	13 February 2017
Collection of cash and deposits from various revenue collection points	R 31 302.00	36 Months	13 February 2017
Upgrading of Internal road cluster 6 Moiletswane & Dipompong	R 14 195 493.74	Once off	24 October 2016
<i>Upgrading of Internal road cluster 6 Moiletswane & Dipompong</i>	R 826 730.53		
<i>Upgrading of Internal road cluster 6 Moiletswane & Dipompong</i>	R 186 556.73		
Construction of Oukasie Stormwater Phase 7	R 13 727 104.85	Once off	24 October 2016
<i>Construction of Oukasie Stormwater Phase 7</i>	R 1 960 899.18		

Project Name	Contract Amount	Duration	Appointment Date
Design, installation, commissioning & maintenance of electricity & water smart metering system and on line vending for water & electricity	As & when required	36 Months	01 March 2017
Upgrading of Rankotea Road (Phase2B)			
Upgrading of internal Road cluster 4			
Construction of Hebron Library			
Construction of Cluster 5 internal road and stormwater			
Upgrading of Madinyane Paved Road and Stormwater	R 14 512 652.35	Once off	04 December 2017
Construction of Cluster 5 Letlhabile Block G & I Road	R 32 757 144.75	Once off	11 December 2017
Construction of Klipgat Water Reticulation Phase 3	R 12 362 972.00	Once off	11 December 2017
Maintenance of Water & Sanitation Infrastructure (Mechanical, Electrical & Instrumentation)	As per Price Schedule	36 Months	15 June 2017
Hebron & Itsoseng Water Reticulation Network Phase 4A	R 22 443 164.04	Once off	30 August 2017
<i>Hebron & Itsoseng Water Reticulation Network Phase 4A</i>	<i>R 1 803 480.00</i>	<i>Once off</i>	<i>27 October 2017</i>
Maintenance of Water & Sanitation Infrastructure (Mechanical, Electrical & Instrumentation)	As per Price Schedule	36 Months	15 June 2017
Supply and Delivery of Fire Fighting Truck	R 2 897 790.73	Once off	12 December 2017
Upgrading of Cluster 4 Madidi Block C Road	R 12 828 188.01	Once off	04 December 2017
Upgrading of Cluster 2 Mothotlung Internal Road	R 12 984 842.71	Once off	04 December 2017
Hebron & Itsoseng Water Reticulation Network Phase 4B	R 21 879 207.64	Once off	30 August 2017
Hebron & Itsoseng Water Reticulation Network Phase 4B	<i>R 1 803 480.00</i>	<i>Once off</i>	<i>27 October 2017</i>
Maintenance of Water & Sanitation Infrastructure (Mechanical, Electrical & Instrumentation)	As per Price Schedule	36 Months	15 June 2017
Panel of Service Providers For Waste Management Vehicles	As per Price Schedule	36 Months	19 December 2017
Panel of Service Providers For Provision of Rear-End Loading Compactor Trucks For Refuse Removal	R 911.32 Per Hour	12 Months	19 December 2017
Renovation of Revenue Office in Hartebeespoort	R 1 095 258.66	Once off	19 December 2017
Supply ,delivery and distribution of fuel	As per Price Schedule	36 Months	02 October 2017
Construction of Precast concrete palisade fencing at Madibeng Landfillsite	R705.00 per meter		04 August 2017

PROGRESS ON PRIORITIZED PROJECTS FOR 2016/17 FINANCIAL YEAR

Project Name	Consultant Appointed	Contractor Appointed	Estimated Progress
Klipgat Extensions Water Supply	Tlou Integrated	Edlin Civils and Logistics	10% Completion
Hebron, Kgabalatsane, Rockville, Erasmus & Itsoseng Water Network	Risimati Consulting Engineers	Amawaka/ Dinare JV	45% Completion
Hebron to Madidi Bulk Water Pipeline	LSO Consulting Engineers	Amawaka/Boikanyo JV	Awaiting Councillors to agree on site handover and CLO appointments
Klipgat Sanitation Project	Tlou Integrated	20 Elevation / Lebaka	10% Completion
Upgrading of Internal Roads of Cluster 1	Mpotseng Infrastructure	Biokhutso Ba One	80% Completion
Upgrading of Internal Roads of Cluster 2	Blue Ray Project Management	Amawakawaka	33% Completion
Upgrading of Internal Roads of Cluster 3	Vuka Africa Consulting Engineers	Bagaphala Trading	Completed
Upgrading of Internal Roads of Cluster 4	Hlanganani Engineers & Project Managers	RTN Civils /Asatico JV	15% Completion
Upgrading of Internal Roads of Cluster 5	Makone Consulting Engineers	Bagaphala Trading	15% Completion
Upgrading of Internal Roads of Cluster 6	Nevhutalu Consulting Engineers	20 Elevation	30% Completion
Upgrading of Internal Roads of Cluster 7	MTP Infrastructure Resources	Khosi Vuyo	15% Completion
Upgrading of Internal Roads of Cluster 8	On Board Consulting Engineers	Khosi Vuyo	Completed
Madidi Multi-Purpose Centre	TIKI Architects	Bohlabatsatsi/Maisela JV	75% Completion (Contractor Terminated)
Upgrading of the Main Bus and Taxi Rank	Mngulwa Consulting Engineers	Treru Civil and Construction	55% Completion
Madibeng High Mast Electrification	Internal	Awaiting Appointment	Tender Stage
Upgrading of Entire Oukasie Storm Water	Manes Consulting Engineers	Just Right Trading	Completed

SECTOR DEPARTMENT PROJECTS:

ESKOM : 2017/18 FINANCIAL YEAR

HOUSEHOLDS

Project Name	No of Planned Connections	Estimated Capex
Modderspruit	550	R13 167 000.00
Modderspruit Sarajef Section	100	R2 394 000.00
Mmakau De Kroon Section	145	R3 510 604.81
Mmakau Old Malatse Block 7	33	R630 000.74
Mmakau Ramogodu Extension Leseding	40	R752 843.88
Hebron Beverly Hills	462	R4 740 120.00
TOTAL	1 330	R25 195 569.43

INFILLS

Project Name	No of Planned Connections	Estimated Capex
Madibeng LM Infills T1	203	R2 052 000.00
Madibeng LM Infills T2	160	R1 254 000.00
Madibeng LM Infills T3	74	R1 026 000.00
TOTAL	437	R4 332 000.00

INFRASTRUCTURE SUBSTATION

Project Name	Estimated Capex
Lethabong 88/22 kV substation	R18 970 460.69
TOTAL	R18 970 460.69

INFRASTRUCTURE LINE

Project Name	Estimated Capex
Rhombus Lethabong 88kV line	R7 527 791.91
TOTAL	R7 527 791.91

PRE-ENGINEERING

Project Name	Estimated Capex
Wonderkop Nkaneng Section E, F, G, H and I	R2 878 785.00
Wonderkop Nkaneng Section F	R3 112 200.00
Wonderkop Nkaneng Section G	R2 956 590.00
Wonderkop Nkaneng Section H	R3 345 615.00
Wonderkop Nkaneng Section I	R3 267 810.00
TOTAL	R15 561 000.00

PROGRESS REPORT ON 2016/17 ESKOM PROJECTS

Project Name	Actual Connections	Comment	Estimated Cost
Oskraal Plot 48	97	Village energized	R1,511,750
Oskraal Plot 75, 99 and 100	290	Village energized	R3,933,899
Oskraal Ipopeng	257	Village energized	R4,625,070
Regorogile	859	Village energized	R9,975,729
Mooinoi Ext	812	Village energized	R5,473,361
Majakaneng (Various portions)	0	Re-gazetted to zero connections in 2016/17	0
Rabokala Lerulaneng Section	107	Kick off meeting was 13/01/17 Project start date 18/01/17	R1,569,260
Kgabalatsane Block E & Midas	360	Way leave issues need to be resolved. Project depend on the Midway Pula feeder split.	0
Kgabalatsane Pase 3	1 447	Village energized	R29,811,689
Madibeng Infills	425	Ongoing	R900,000
TOTAL	3 842		R56 900 758

DEPARTMENT LOCAL GOVERNMENT & HUMAN SETTLEMENTS

The total allocation for 2017/18 financial year is R 147 006 with 167 sites and 721 units

Land parcels procured (IHAHSD)

Budget R 6 119 with 0 sites and 0 units

- **Project Name: 2017/18 Mooinooi Mamba Ext 13 land purchase**

The informal settlements of Mamba and Bokamosa have been formalized into 865 erven as Mooinooi Extension 13. Basic water and sanitation infrastructure is a requirement in preparation of the RDP housing development of the Department of Local Government & Human Settlements North West (DLGHS NW) in Mooinooi Extension 13.

The land of Portion 134 Elandskraal 467 JQ which is a private property of 18 hectares, will be purchased by the Department of Local Government & Human Settlement, for the servitude access to Portion 63 Elandskraal 467 and will unlock the following:

- Groundwater development to provide 500kl/d
- 2Ml Concrete reservoir installation as well as the installation of temporary tanks during the construction phase that will be connected to the reticulation. This also included the bulk connection between the boreholes and the reservoir.
- Installation of a full reticulation system including metered yard connections to 865 stands
- A ground water protocol study conducted during the ground water development phase indicated a high risk of ground water pollution through dry sanitation and as such it was decided to install sealed Enviro-Loo units at each of the stands.

The tripartite agreement will need to be signed between Department of Local Government & Human Settlement, Madibeng Local Municipality and Samancor Mine, so as the development could commence.

- **Project Name: 2017/18 Bokfontein IRDP: Phase 1: Planning and Services land purchase**

The land purchase is conducted by H.D.A currently and it will address further development for Bokfontein and surrounding informal Settlements. The land Portion number 74, 448 JQ, of 9.8819 hectare.

Informal Settlements

Budget R 19 126 with 167 sites and 0 units

- **Project Name: Oukasie 500 Walkups, Scheerpoort 700, Damonsville Ext 2, Oukasie Ext 4 phase 1&2, Mothuthutlung Ext 1, Oukaise Proper, Lethlabile block G 822/F (1661)/E (1271)/C (958)**

The projects will address 2689 housing opportunities in the Madibeng Local Municipality. The projects are all under planning to unlock all planning issues so as the project will be ready for implementation for 2018/19 financial year. The township establishment will need to complete in Oukasie walkups, and to commence with the 167 internal sites for the 2017/18 financial year.

IRDP: Phase 4: Top Structure Construction (Informal Settlements)

Budget R 17 019 with 0 sites and 133 units

- **Project Name: Sunway Villages, Bokfontein and Mooinooi Mamba**

This project is a tripartite between Hernic Ferrochrome, Department of local Government & Human Settlements and Madibeng Municipality. The project will start in Bokfontein. Hernic has donated land for the municipality and planning processes are at an advanced stage with the Municipality addressing township objections. The property is 33ha and can yield over 449 sites. Of these, 100 or 15% which ever is greater sites are to be reserved for their employees.

- **Project Name: Bokfontein and Mooinooi Mamba**

Bokfontein project will address 529 housing opportunities for the 1st phase and after the land purchase and layout plans are completed, the surrounding informal settlement will be catered for. Town Planning processes for extension 1 (237 residential sites) &2 (239 res sites) are completed and currently busy with extension 4(348 res sites) &5(128 residential BNG's and 96 FLISP) together with extension 3(440 residential sites) which is part of Hernic's contribution. Note that all these sites must be serviced from boreholes or water and enviroloos be used for sanitation

Mooinooi Mamba will yield 865 units

The project is fully reticulated for water services but not each sites due to capacity constraints currently. 295 enviroloos built and fully electrified. There's only a need to finalize MoU between municipality, SAMANCOR and DLG&HS and specify responsibilities.

People's Housing Process Informal Settlements

Budget R 11 261 with 0 sites and 88 units. Project under construction and developer on site.

Rural Housing: Communal land rights

Budget R 68 481 with 0 sites and 500 units. Project under construction and planning processes to be conducted for further development.

Provincial Specific Programmes

Budget R25 000 000 with 0 sites and 0 units

- **Project Name: Sunway Village Bulk Sewerage**

The land for the development has been purchased for 105 hectares and 1000 units were already constructed. The project is ready for implementation, but still waiting for the bulk services to be constructed. The budget for R25 million in the 2017/18 financial year is for the permanent treatment plant, purchasing of the servitude, bulk services and connection of Refentse approximately 168 housing unit opportunities to treatment plant. The bulk service, will unlock further development for Sunway Social and rental stock, BNG and Flisp Programme.

DEPARTMENT OF EDUCATION

NEW FACILITIES PLANNED IN THE NEXT 3 YEARS	REASONS
1. English Medium Secondary school in Brits	Central Secondary is the only Public Ordinary school with more than 7 (seven) GET feeder schools. This creates overcrowding at this school, other Public schools around like Wagpos and Brits High School are Afrikaans medium schools.
2. English Medium Secondary in Majakaneng.	Michael Modisakeng has an enrollment of 1500 which dictates that the school will always be overcrowded hence old mobiles at the school. Landowners Committee failed to avail the land for free to Lonmin so as to build a school with sporting facilities.
3. English Medium school around Damonsville to Mothutlung including the sprawling informal settlements.	Damonsville is overcrowded and this lowers the quality of learning and teaching.
4. English Medium school along Sunway and the Van der Hoff road.	Learners from Ennis Thabong cannot cope with the Home Language of either English or Afrikaans hence a lot of drop-outs.

INTEGRATION PHASE

LOCAL MUNICIPALITY OF MADIBENG SECTOR PLANS

Housing Strategy

The goals and objectives as described in Section 4.5 need to be supported by clearly defined and practical strategies that can be pursued by the Madibeng Local Municipality in conjunction with a variety of role players. The implementation strategies to give effect to the five overall goals and supporting objectives are summarized below.

Creation of sustainable settlements through Integrated Housing Planning and Delivery

- 1) Undertake a **detailed evaluation and assessment of all the land identified** in the revised Madibeng Spatial Development Framework and in the Municipal Land Audit for future development. This is required to prioritize and to ensure a streamlined approach to land release. The evaluation should include the following:
 - o Undertake a detailed land audit per settlement cluster, with the focus on identified land parcels. This is to ensure that vacant land and potential infill areas are identified;
 - o Assessment of all geological, geotechnical, mining and physical constraints on the land identified that has potential;
 - o Determine whether there are legal constraints, land restitution issues, tribal or mining rights as well as any zoning considerations;
 - o Identification of land ownership of land that has been screened through the first three categories, prioritize government owned land as far as possible and then embark on a land release process where required. This process needs to be budgeted for on a regular basis (annually) so as to ensure that the financial allocations are in line with the identified targeted timelines.
- 2) Once the land identification process has been undertaken as detailed above, and there is an **actioned land release strategy** in place, the following strategies will be implemented.
 - o Identify areas for densification, especially in relation to both infill and informal settlement upgrading.
 - o Prioritization of land parcels that facilitate integration and the linkage between settlements.
 - o Enter into land release partnerships with the mining, tribal and farming communities of the area.
 - o Concentrate on housing mix and alternative housing tenure options in order to capitalize on existing infrastructure and local facilities and amenities.
- 3) The municipality will **plan for the upgrading and extension of infrastructure networks** to settlements and areas prioritized in terms of the Housing Sector Plans, Integrated Development Plan, Spatial Development Framework, and Sector Plans such as the WSDP.
- 4) **Residential densification through the subdivision of residential stands in existing settlements** will be supported. Subdividing residential stands must be encouraged to lower the costs of installing municipal and bulk infrastructure (water, sewer, electricity, roads) in these settlements, and increase accessibility to public transportation stops, thus increasing the viability of the public transportation systems.
- 5) The municipality will, over the timeframe of its multi-year plan, take steps to initiate township establishment processes with a view to **providing formal tenure arrangements** to those areas which have, largely for historical reasons, not been able to access such arrangements.
- 6) The municipality will investigate the availability of **Neighbourhood Development Partnership Grant** funding from National Treasury and apply such funding to contribute towards the provision of social and economic amenities in appropriate localities and the demarcation of “restructuring zones”.
- 7) The municipality will continue to implement its preferential procurement policy to provide **opportunities for emerging contractors, women contractors and youth**.

- 8) The municipality will **implement the EPWP guidelines in housing projects** receiving public sector funding as a high priority. This will be operationalised by incorporating EPWP requirements in contract documentation and by improved project monitoring and reporting.
- 9) The development of new **mining activities, spawns the rapid development of settlements** in its vicinity. These settlements are usually informal in nature to accommodate a large number of immigrants to the area. It is imperative that rapid urbanization of this nature be anticipated and dealt with in a manner that will ensure that it occurs in an orderly manner. Formal township layouts will have to be designed timely and the necessary social and municipal infrastructure will have to be developed.
- 10) There is a need to involve the private sector in the promotion of mixed use development in the Madibeng area. This also relates to encouraging and providing **incentives for idensification**, even at the high income level.
- (11) An **energy efficient housing pilot** project that puts forward energy saving and renewable technologies such as solar systems for water heating and energysaving building technology should be identified and could access at least top-up funding.

Improved Housing Delivery and Provision of Range of Tenure Options

- 1) The municipality will critically investigate all projects currently classified as “blocked projects”. The reasons for delays will be investigated and all attempts will be made to either expedite the implementation of these projects or the termination thereof to ensure implementation of other potential projects.
- 2) The Madibeng LM recognises the need to **expand the availability of the social rental housing option**. The municipality will therefore work with relevant institutions and employers to offer housing opportunities to the employees, providing that the schemes proposed are viable and in line with the development priorities of the municipality.
- 3) The Madibeng LM will earmark a portion of its annual housing budget allocation to provide for **emergency housing** in instances of natural disaster or other un-planned for circumstances.
- 4) **Housing development in rural communities** under the administration of Tribal Authorities has been identified as a specific bottleneck impeding the development of housing. The municipality will engage with these authorities and other relevant roleplayers to identify additional land which is suited to residential development and which is supportive of the integrated planning intentions and which can be surveyed and then made available for housing purposes.
- 5) A significant proportion of the potential backlog in the Madibeng area can be classified as **backyard structures**. This manifestation is due to a number of factors:
 - Large stand sizes in low income housing units, resulting in the need for households to obtain additional supporting incomes, especially in relation to the payment of the infrastructure;
 - A “landlord” scenario whereby members of the community are exploited into payment scheme;
 - Unavailability of shelter elsewhere.

It is thus recommended that the following be undertaken to address this issue:

- Undertake a detailed survey through community consultation and research, on the location of the backyard dwellings, property ownership, usage, payment processes, use of services etc.
 - Begin a negotiation process to reduce the size and configuration of sites so as to optimize the provision and cost of infrastructure. This will in turn free up additional funds from the housing subsidy for the top structure.
 - Explore options to subdivide properties where there are backyard structure and flats, so as to formalize service provision, property management and to eradicate the “landlord exploitation” scenario.
- 6) The municipality, together with the Provincial Department of Developmental Local Government and Housing will ensure that all housing projects and contractors appointed are registered with the NHBRC.
 - 7) The municipality will develop and implement a system to **evaluate the performance of contractors** within the area as an input to further future appointments.

Eradication of Informal Settlements

It is recognised that the development of informal housing areas in Madibeng is largely the result of the strongly growing local economy and the perceived availability of employment opportunities in certain areas. This is further exacerbated by the living conditions in the more remote rural parts of the municipality, and even beyond the boundaries of the municipality. In line with the commitment of the National Minister of Housing, and the Provincial Growth and Development Strategy, the Madibeng municipality commits itself to the **eradication of informal settlements** by the end of the 2013/14 financial year. This commitment is considered necessary to address the growth of informal settlements in a number of areas. The key elements of this strategy include:

- The mapping of all informal settlements;
- The registration of houses and beneficiaries living in such settlements;
- Feasibility studies to determine whether to upgrade the informal settlement in-situ or, alternatively, demolish the structures concerned and re-housing the occupants at an alternative more suitable location;
- If in-situ upgrading is the preferred option, the progressive upgrading of services, top-structures and tenure rights for households;
- On-going monitoring of informal housing areas to monitor the establishment of new structures.

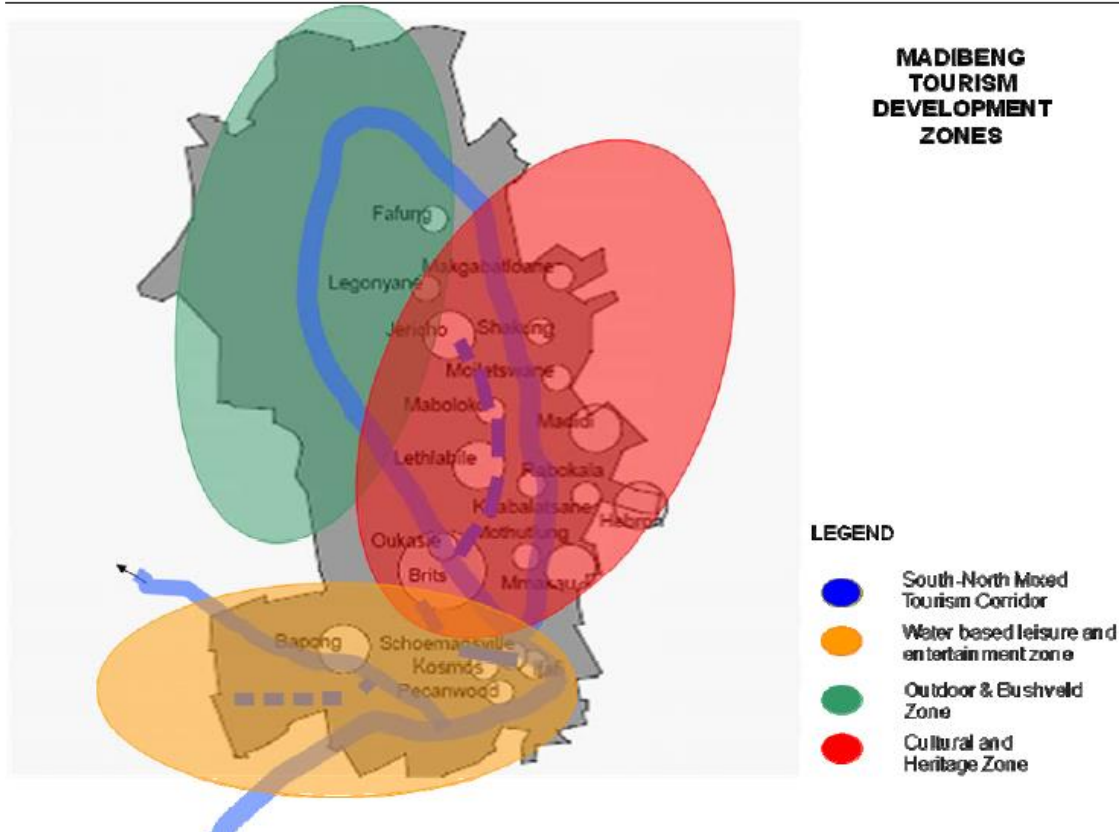
Good Governance and Effective Institutional Support

- (i) The municipality will endeavour to **enhance its capacity and capability regarding housing planning and delivery**. Specific focus will be on improving project management and monitoring activities, including quality assurance and project reporting activities. Various options will be considered including the recruitment of additional staff, internal and external training programmes, use of management consultants, mentorship programmes, installing improved systems of monitoring and control.
 - (ii) The municipality will **develop a professional services and contractors database and implement a grading system**. Consistently poor performers will be noted by the rating system and taken into account in the awarding of future contracts.
 - (iii) Ensure that the **housing strategy is embedded within the Integrated Development Plan** of the municipality.
 - (iv) **Identify and train Community Development Workers** with the emphasis on sustainable human settlement issues.
 - (v) **Prepare and implement a housing consumer education programme** with support from the North West Department of Development Local Government and Housing.
 - (vi) Implement a **capacity building programme at community level** with particular focus on informal settlement upgrading initiatives.
 - (vii) The municipality will **develop and nurture partnerships with important stakeholders** to optimise the contribution which they can make in addressing housing challenges in the municipality. The important partnership stakeholders include:
 - Communities
 - Employers
 - Financial sector
 - Contractors
- ☐ **Communities:** Given the significance of owner builder/owner managed housing delivery, the municipality will establish an active programme of engagement with communities (including via the intermediation of NGO's and CBO's) to identify those communities receptive to the expansion of PHP driven approaches. The strategic objective in its regard is to increase PHP housing delivery over the period of the multi-year housing plan.
 - ☐ **Employers:** In recognition of the needs of the employers from across the municipal area to expand and develop their businesses, as well as to take steps to ensure the housing of their employees, the municipality will initiate an active outreach programme to engage with employers to partner on housing projects. The strategic objective in this regard is to identify a cross-section of employers, active a different sectors of the economy, to undertake a series of pilot projects. Specific attention will be focussed on key nodal initiatives associated with mining and minerals beneficiation. Rural and farm based housing will also be targeted.
 - ☐ **Financial Sector:** Accepting the need to broaden its focus to support the affordable housing sector, as well as to enhance the supply of such housing, the municipality will take steps, after consultation with financial sector representatives, to establish a forum with the purpose of initiating a series of new project initiatives.

Development 'Zones'

Based on the strengths and opportunities, numerous development zones have been identified within the Madibeng destination. The development zones are areas, which as part of the tourism plan should be facilitated towards similar characteristics and tourism offerings. The tourism development zones are shown below and described hereunder.

Madibeng Tourism Development Zones



As is noted from the above Figure there are 3 envisioned tourism development zones and route in Madibeng. These are as follows:

- ☐ South-North Mixed Tourism Corridor,
- ☐ Water based leisure and entertainment zone,
- ☐ Outdoor and bushveld zone, and
- ☐ Cultural and heritage zone.

1 South-North Mixed Tourism Corridor

Madibeng Local Municipality boasts an array of tourism offerings, including, natural, cultural/heritage and historic attractions. The wider region also boasts a wide array of attractions such as Sun City, Pilansberg, the Cradle of Humankind World Heritage Site, etc. The development of a route that links the attractions in the South and the North will enhance number of tourists in the area, and also help integrate the Northern region as a tourist destination.

This route entails linking up with the existing Magalies Meander route as well as the Cradle of Human Kind in the South and luring tourists to the Northern region where there is a great potential for cultural, nature based and township tourism developments. The Skeerpoort and Magaliesberg areas on the Magalies meander, boast historic and archaeological sites, such as the Stone Age Rock Painting, tobacco forts and sheds.

A mixed tourism corridor stretching from the South to the North will be ideal for tourists and tourism growth in the area. The route will consist of attractions of various types and tourists will choose their preferred type of attractions along the route.

The development of this zone can be achieved by persuading those travelers en route to and from Sun City and Rustenburg to spend time exploring the area as part of their overall holiday experience. In view of the contrasts in scenery, climate and facilities, and the natural resources (water sources, mountain ranges, etc), this would simply require enhanced marketing of the area and the provision of more user-friendly information outlets within the area.

Promoting the area as a short stay destination in its own right is also required. For the general leisure travelers the area does not at presently offer a sufficiently wide range of attractions or activities to tempt visitors to spend more than two nights in the area. Klipvoor and Rooikoppies dams, for example, have limited to no facilities whatsoever for the average visitor to enjoy a meal or refreshments or simply sit somewhere pleasant and enjoy the view. Additional attractions and activities which will enhance the image of the area as a stand-alone destination should include a greater range of short walks and trails; improved access to trout waters for the fly fishermen; the development of mountain bike routes and a range of family orientated adventure activities; better interpretation of sites such as at the Anglo-Boer War sites, the old German Mission stations etc.; and the development of a range of activities in and around the rural villages based on the rich and diverse cultural heritage of the area. These and other opportunities are dealt with later.

More detail is provided in the programmes and projects descriptions on route development in the following sub-sections.

2 Water based leisure and entertainment zone

This zone is located in the Southern region and includes the Magaliesberg, Witwaterberg Mountains, Hartbeespoort and Mooiooi areas. This zone receives a larger number of visitors than any other zone in the area. It is popular with day visitors and weekend breakaway visitors.

The Hartbeespoort Dam/Magaliesberg complex with its water sports attractions, high-density recreation facilities, adventure activities and cultural experiences has become North West's gateway for Gauteng visitors. The North West Parks and Tourism Board (NWPTB) classify this area as one of their primary tourism nodes stretching from the Cradle of Humankind-Hartbeespoortdam-Rustenburg.

There are however no measures or regulations in place for the control of adventure activities, especially in the dam area; there are also no formal rental facilities for adventure, watersports and eco-tourism activities, as all the activities are done on an individual capacity.

The majority of existing entertainment facilities in the area are located in the Hartbeespoort area, thus any other further entertainment development will be ideal in this zone. Entertainment facilities and places of interest includes: the snake park, aquarium, island beach resort, art galleries, beauty spa's and outdoors sports activities, such as golf, etc.

Hartbeespoort also forms part of the arts and crafts route to Rustenburg and houses some of the most popular crafts markets in the province such as Chameleon village, Tsosoloso, Just Africa, Welwisch markets all situated at Damdorn.

The areas South of the dam, Kosmos, Broederstroom is ideal for weekend breakaway, it houses most of the accommodation facilities in the region. This area is ideal for being a tranquil zone. While the area North of the dam, Ifafi, Schoemansville, Melodi, Meerhof with lot of restaurants, places of interests and shopping centres is well suited to be further developed as an entertainment zone.

The Hartbeespoort dam is a major development "hot spot" and a major draw card to the area. The dam has the potential to contribute substantially towards providing a tourism focus for Madibeng, offering much needed day visitor recreation facilities for the surrounding population, and creating a waterfront amenity that could attract and hold, for very much longer in-transit visitors and those staying over within the Madibeng destination.

It is considered that the first and central objective for the Municipality at this stage is to develop an impressive and valuable tourist magnet or 'icon' to attract tourists to the Municipality and increase tourism flows into the area. Without such a tourism anchor, other tourist-related development efforts will not be able to develop and grow successfully. It is, therefore, essential that the Municipality's most valuable asset, namely the Hartbeespoort dam and environs, be developed as a priority.

3 Outdoor and bushveld zone

This zone is located in the Northern region, where most of the game farming, adventure, ecotourism and lodging is concentrated. It has the highest concentration of game farming and 'bushveld' type lodging facilities in the Bojanala region.

This Northern region is not tourism integrated and presents a great potential to be the municipality's adventure and eco-tourism haven and tourism draw card after the Hartbeespoort dam. The area has unexploited natural resources that have huge tourism potential such as the Klipvoor and Rooikoppies dams, the Elandsberg and Langberg mountain

ranges and the Crocodile river which runs through the Municipality. Most of the gaming and hunting activities take places across some of the above-mentioned natural resources, but they are not utilised to their maximum capacity.

The North West Tourism master plan recommended that the Borakalalo Nature Reserve be developed, as the majority of the facilities in the reserve are privatised. This nature reserve is one of the most popular in the region, as well as the Dikhololo, Mokgatle lodge, Atlanta,

Kupala-, Mokuru-, Ilanga lodge and many more. Camping and caravanning is popular in this region, most of which are part of the lodges. Activities and opportunities in this region include: fishing, hunting, bird watching and game drives, 4x4 trails, Quad bike trails, etc.

This zone can 'piggy-back' on the Hartbeespoort zone's success as an adventure destination through the development of the nature-based outdoor adventure route from the magnificent mountains of Magaliesberg through to the Northern region. The irrigation canals in this region can be incorporated into the tourism development through activities such as fishing, reintroduction of water tubes, etc. The Crocodile River also has the potential for activities such as canoeing, fishing, and boat races, etc.

Development of alternative accommodation in this zone is ideal, such as survival boot camps, lodges in the Elandsberg Mountain, Borakalalo Nature Reserve; this type of accommodation is aimed at attracting the backpackers market, adventure and eco-tourists and nature enthusiasts. Development of activities such as Canoeing, horseback riding, crossbow hunting and maybe a possibility of fly-fishing will attract visitors to the region.

Hunting is one of the main sources of traditional/cultural survival, and an interesting leisure activity in the western standards. This can be packaged such that it starts by cultural breakfast and spend the day in the wilderness (hunting, fishing, canoeing, etc), then in the evening visitors can gather around the fire, preparing supper while enjoying an interactive session of story telling. This type of unique collaboration will interest a lot of people, and can be packaged as a product on its own, or allow tourists to fuse their own activities.

This zone deserves further investigation on an on-going basis, in order to expose any new sites, persons or activities that have some tourism potential. At this stage there are several exciting possibilities and the emphasis should be on developing outdoor adventure and bushveld related facilities.

This area can also serve as a base camp for the younger, adventure-seeking visitors who would combine the natural attractions of this zone with hikes and overnight expeditions over the mountain into the Nature Reserve, etc.

Properly packaged, this zone has the opportunity to become a sought after experience which has the added dimension of outdoor adventure, excitement, possibly a little danger and an intense learning experience. Keeping this zone for this type of exclusive use would appear to be the most acceptable way of conserving its biological values and yet ensuring some appropriate visitor utilization.

Water based outdoor activities, 4x4 mountain biking, hiking trails, bush camps, Canoeing, kayaking and even small rafts could prove to be popular to be used by those in search of a quiet, remote and meditative retreat. In this regard, it may be relevant to comment on the use of donkeys/horses to assist tourists to reach deep rural or mountainous areas. Donkey tours would not only offer something different to jaded tourists but would also allow donkey owners to make money.

A "mountain lodge" would be most appropriate in this area and many horses, hiking and mountain bike trails could radiate out from this lodge. It could also be the start or end point of a hiking trail through the area. Small camping and caravan parks, as well as a simple backpacker lodges, would also attract a wider range of visitors.

4 Cultural and heritage zone

This zone is comprised of areas in the Central and Northern region and is called the Cultural and Heritage Zone due to its high concentration of cultural and heritage resources, and the rural settlements some of which still follows the ancient traditional ways of living. Some of the rural settlements in the area have a rich history of resistance and have significant landmarks; the locals are even willing to share their cultural experiences, norms and traditions with tourists.

Madibeng Municipality benefits from a rich cultural heritage that allows tourists a glimpse into the history of the area and the cultures of its people. The cultural heritage of the Municipality also allows opportunities for the development of authentic and unstructured cultural experiences where the normal customs and lifestyles of local people can be observed and where 'spiritual' heritage can be brought to the 'alternative' tourism market. A number of existing private sector activities and attractions also occur in the Municipality and it is important that all of the attractions be packaged to provide tourists with worth while experiences and activities and to encourage tourists to remain in the Municipality for longer. It is important that value is added to these and other attractions through quality and interesting interpretation and education.

Interim Water Services Development Plan

INTRODUCTION

The Water Services Act, 1997 (Act No. 108 of 1997) places a duty on Water Services Authorities to prepare a Water Services Development Plan as part of the process of preparing any integrated development plan. Section 15 (5) of the Water Services Act, 1997 states that:

A water services development plan must form part of any integrated development plan contemplated in the Local Government Transition Act, 1993 (Act No. 209 of 1993).

The last approved Water Services Development Plan of the Local Municipality of Madibeng is referenced “Water Services Development Plan for the Local Municipality of Madibeng. Revision 2. January 2009”. The Local Municipality of Madibeng was supported by the Department of Water and Sanitation in 2012, to transfer its adopted WDSP into the new WSDP framework, concomitant with a review- and assessment of its water services delivery- and planning compliance.

In order to ensure alignment- and full integration with the IDP-process, a WSDP providing for the next planning period (FY2017 to FY2021) should be established as an integral part of the next IDP planning cycle. The purpose of this document, is to serve as an interim WSDP output that provides the essential water services strategies to be incorporated in the FY2016 IDP review process and which makes provision for the comprehensive review of the WSDP for ensuring alignment with the next IDP planning cycle.

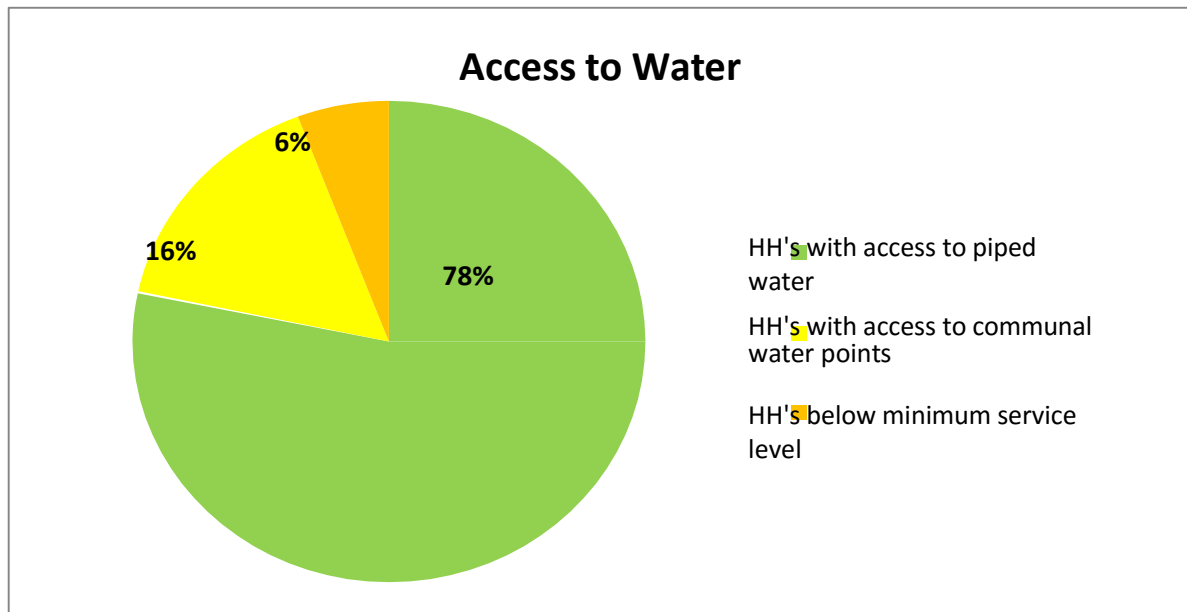
SERVICE LEVELS

The residential water services delivery access profile for the Local Municipality of Madibeng has been aligned with the Census 2011 definitions. **It is emphasized that the access profile as presented herein does not consider the quality- or adequacy of services.** The past year water services access profile is compiled from the water services planning baseline figure and includes as Year-4 (FY2011), the Census 2011 service level profile for the Local Municipality of Madibeng.

The access profile provides a WSA perspective and hence, includes all residents within the municipal boundary. It should therefore be emphasized that the level of service provided to farming- and rural scattered residents residing on private land are included in the profiles, and that it can be stated that:

- The municipal records confirm that a basic- or higher level of water service has been implemented to the majority of its communities, but that due to growth in certain settlements as well as the development of informal settlements, some households do not have access to a basic level of water services (standpipe at 200m);
- Due to the municipality not rendering a municipal water service to farming- and rural scattered residents residing on private land, it has been assumed that these ‘privately serviced’ residents have access to basic water services as confirmed to some extent in Census 2011 (where more than 75% of residents indicated sufficient access to water services).
- Census 2011 sanitation access profiles for farming- and rural scattered residents residing on private land have been applied and have not been otherwise confirmed by the WSA.
- The sanitation access profiles to all other communities have been based on the Census 2011 outcomes, but adjusted in line with sanitation projects implemented by Madibeng- and others, on behalf of Madibeng.

Household water access profile



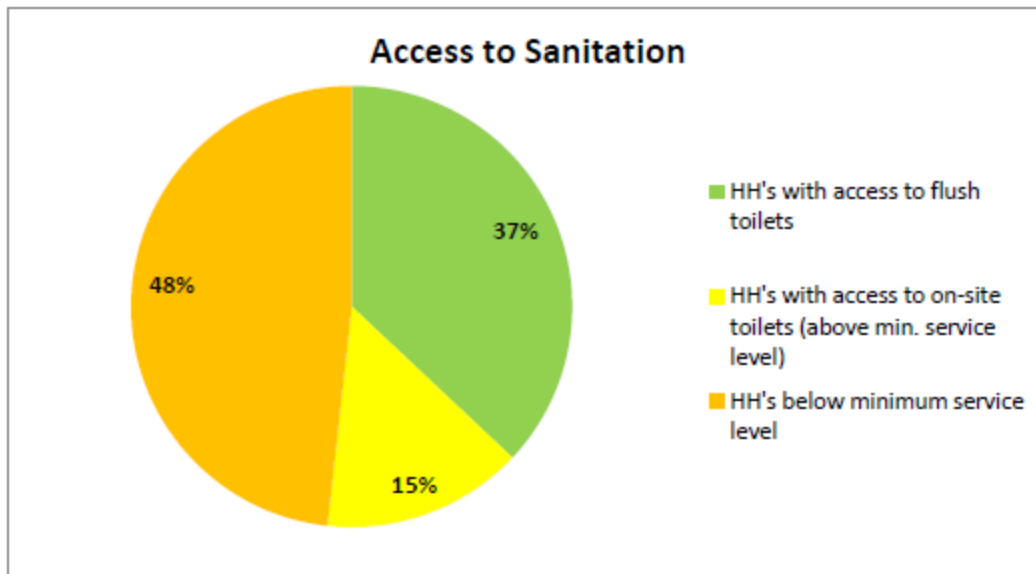
**Means access to 25 liters of potable water per day supplied within 200m of a household and with a minimum flow of 10 liters per minute*

The residential water services delivery adequacy profile as presented in Table A.4 below aligns with the services level categories of the WSDP Guide Framework and considers the water resources-, operations and maintenance- and infrastructure needs of the water services provided by the Local Municipality of Madibeng. When interpreting the adequacy profile, it should be recognized that a specific settlement or area serviced by the municipality, may have more than one need and hence, that provision is made for double counting of household where such duplicate needs have been identified.

When interpreting the adequacy profile, it should be highlighted that:

1. Adequacy as presented in the table below does not translate directly to the degree of 'access' provided but incorporates any and all water resources-, operations and maintenance-, and infrastructure challenges experienced in a specific settlement and which reduces the quality of service being rendered to these communities;
2. A specific settlement or area serviced by the municipality, may have more than one need and hence, provision is made for double counting of households where such duplicate needs have been identified;
3. Due to the fact that the municipality does not render a municipal water service to farming areas, residents residing on farms have been explicitly excluded from the adequacy profile;
4. Even though the municipality does not render a municipal water service to many of the rural scattered residents, residing on private land, these areas have been included in the adequacy profile, however, the water services to these residents have been assumed to be adequate, as confirmed to some extent in Census 2011;
5. The adequacy of sanitation services rural scattered residents residing on private land, has been aligned with the Census 2011 view only, as the municipality does not render a sanitation service to residents residing in these areas and therefore does not have updated knowledge with respect to the adequacy of sanitation services in these areas.

Household access to sanitation profile



Water Services Infrastructure Management (Infrastructure)

The Local Municipality of Madibeng owns most of the water services infrastructure which has been established to service its urban- and rural settlements. The following water supply schemes services the Madibeng customers:

1. Brits Water Supply Scheme: supplying treated water to the Brits urban centre including Oukasie, Elandsrand and Damonsville as well as rural dense communities to the west, and north-east of Brits including Bapong, Modderspruit and Majakaneng to the west Mothutlung and Mmakau to the east and Lethlabile, Maboloka, Rabokala, Lerulaneng, Ntsopilong, Rankotia, Lethabong, Lethlakaneng, Jericho and Madidi to the north-east. Bulk water connections have also been established to the Sonop urban settlement to the west of Brits, Losperfontein and the De Kroon Mine.

Raw water is abstracted directly from the Crocodile River downstream from the Hartbeespoort Dam and treated at the Brits Water Purification Plant which has been supplied with a capacity of 60 Ml/d. Treated water is pumped via eight (8) pump stations to several bulk reservoirs to supply potable water to approximately 86 000 households as well as to several mines, industries, businesses and public amenities.

Due to the rapid expansion of the Brits Water Supply Scheme, the capacity of the bulk water infrastructure including the capacity of the water treatment plant, is insufficient to cater for the demand. The capacity of the Brits Water Purification Plant is currently being increased by 20 Ml/d as funded through the Department of Water and Sanitation's Regional Bulk Infrastructure Programme (RBIG).

It should be highlighted that as a result of the capacity restrictions of the Brits Water Supply Scheme that several boreholes have been established or re-commissioned in several of the settlements which are being supplied by the scheme in order to augment the bulk water supply.

2. Hartbeespoort (Schoemansville) Water Supply Scheme: supplying water to the urban settlements established to the north of the Hartbeespoort Dam including Schoemansville, Kosmos, Caribbean Beach and Kosmos Ridge as well as a bulk water supply point to the Magalies Golf Estate. The scheme also extends to Melodie, Ifafi, Xanadu and Meerhof on the eastern banks of the Hartbeespoort dam, however due to capacity restrictions, bulk water supply to these residents are augmented from the Rand Water (Pelindaba) bulk water scheme.

Raw water is abstracted directly from the Hartbeespoort Dam and treated at the Hartbeespoort Water Purification Plant which has been supplied with a capacity of 10 Ml/d. Treated water is pumped to the surrounding area as well as to the Kommandonek Reservoir from where it is supplied mostly via gravity to approximately 5 700 households as well as to several businesses and public amenities. Two (2) booster pump stations are operated to ensure adequate supply to high lying areas in Schoemansville and Kosmos East.

3. **North East ODI 1 Water Scheme:** bulk water is supplied from the City of Tshwane to service the settlements of Mmakau (eastern portion), Kgalabatsane, Hebron, Klipgat (including Mapoch) and Dipompong, Moiletswane and Buffelsdoorn. It should be highlighted that the infrastructure supplying water to these settlements formed part of the historic Rand Water ODI 1 scheme, of which the components within the Madibeng area of jurisdiction was transferred to Madibeng, except for the bulk pipeline through Hebron and the Ga-Rankuwa Industrial Reservoir which was transferred to the City of Tshwane as a result of agreement reached between the City of Tshwane and the Local Municipality of Madibeng.

Approximately 22 000 households are serviced through this scheme, however, bulk water supply restrictions are in place due to capacity restrictions in the City of Tshwane ODI 1 scheme. In order to augment the bulk water supply, boreholes are being established or re-commissioned.

4. **West Water Scheme (West ODI 2):** the rural dense settlements to the south west of Madibeng is serviced from the historic ODI 2 water scheme which was transferred to the Local Municipality of Madibeng in 2004. Bulk water is however supplied from the Rand Water Marikana System to approximately 15 800 households. It should be noted that initially, Bapong, Modderspruit and Majakaneng was also supplied from the Rand Water Marikana System, however as of 2004/2005 infrastructure has been established to supply bulk water from the Brits Water Supply Scheme.

5. **16 off Rural Water Supply Schemes** several of Madibeng's rural settlements are serviced through localized community borehole schemes, including:

- Kwarriekraal
- Klipvoor
- Ga-Rasai
- Mankgekgetha & Jonathan
- Fafung
- Sephai
- Makgabetlwane
- Legonyane
- Ga-Tshefoqe
- Ga-Moti
- Ga-Rantlapane
- Kgomo-Kgomo (Rooival)
- Shakung
- Madinyane
- Ga-Tsogwe
- Mmakaunyane

It should be noted that several of the Madibeng settlements are not serviced by the municipality including private developments to the south of the Hartbeespoort dam as well as many rural scattered communities.

The following wastewater treatment schemes have been established to provide wastewater collection- and treatment facilities to certain communities in the Local Municipality of Madibeng:

1. **Brits:** a 14 Ml/d WWTW which serves Brits, Oukasie, Elandsrand, Damonsville and Mothutlung Ext.1 and Ext 2
2. **Hartbeespoort (Rietfontein):** a 7 Ml/d WWTW which serves Schoemansville, Melodie, Meerhof, Ifafi and Xanadu Exo Park
3. **Lethlabile:** a 3 Ml/d WWTW which serves Lethlabile
4. **Mothutlung:** a 1 Ml/d WWTW which serves Mothutlung excluding Ext 1 and Ext 2

There are also several sewage treatment plants which have been established by others including:

- Sonop
- Mooinooi
- Pelindaba
- Losperfontein
- Mines
- Private developments

Water services Infrastructure Management (O&M)

As presented in the previous section, in addition to numerous localized groundwater supply schemes, 4 water supply schemes as well as 4 wastewater schemes are to be operated by the local municipality in line with existing regulations and standards.

The Local Municipality of Madibeng performs most of the water services provision function within its area of jurisdiction. There are however also the following additional Water Services Providers:

1. Magalies Water Board: is the Water Services Provider for the rural water supply schemes which relies predominantly on groundwater;
2. City of Tshwane: is the bulk Water Services Provider for supplying bulk water to the North East ODI 1 Water Scheme
3. Rand Water: is the bulk Water Services Provider for supplying bulk water to the West Water Scheme (West ODI 2) as well as augmenting bulk water to the Hartbeespoort (Schoemansville) Water Supply Scheme and other industries and mines within Madibeng
4. Mines: several of the mining companies are responsible for the water services provision of its housing areas, example Mooi-nooi
5. Private Institutions: several developments and other institutions are responsible for water services provision for its own premises example, Pelindaba, Pecanwood Estate, etc.
6. Department of Public Works: is responsible for water services provision in Losperfontein

Numerous O&M challenges are experienced by Madibeng and which are highlighted in more detail in the next section.

Madibeng received a blue drop score of 57.9% in 2012 and has shown significant improvement as confirmed by the Blue Drop Certification Programme. However, in some cases a slight decline in water quality was experienced. It was highlighted that Madibeng needs to establish a risk defined monitoring programme as based on a full SANS analysis, whilst also having to improve on its water safety planning.

Madibeng received a Green Drop Score of only 6.6% in 2011 and hence much had to be done to enable improved wastewater treatment compliance.

Water Resources

Even though Madibeng operates 16 groundwater supply schemes to supply groundwater to rural settlements in Ward 1, many other households in Madibeng are solely reliant on groundwater (approximately 16% of household relies on groundwater only).

Furthermore, due to capacity restrictions in the bulk water supply schemes which have been established to service Madibeng customers including the Brits Water Supply Scheme, the Schoemansville (Hartbeespoort) Water Supply Scheme and even the City of Tshwane ODI water scheme, groundwater is being re-introduced in many settlements serviced by bulk surface water schemes to augment the limited bulk water supply.

The prominent water resources in the MLM includes the Crocodile River, Hartbeespoort Dam, Rooikoppies Dam and Klipvoor Dam. It should be noted that one of the key issues with respect to water resources is the poor quality of raw water in the Crocodile River and Hartbeespoort Dam. The cost of treatment (both capital and operational costs) is therefore considerably higher than in other areas. Feasibility studies have been initiated to consider the development of infrastructure to enable the treatment of raw water from the Klipvoor Dam in order to supply the surrounding rural settlements, including those in Moretele, however, finality has not yet been reached as to the cost/benefit of such a scheme.

Conservation and Demand Management

It is a legal requirement that all WSA's must have a Water Conservation and water Demand Management (WCWDM) program in place for its entire service area. Section D proposes for the establishment of a formal WCWDM plan which aligns to funding availability.

The water loss in Madibeng has been estimated at more than 50%, however processes- and systems must be established to establish- and consolidate water balance information in order to determine a more informed water loss.

It should be highlighted that funding support has been received from the Department: Water and Sanitation through its ACIP programme in FY2014 and FY2015 to implement certain water conservation and demand management initiatives including the establishment of zonal bulk water meters in the Brits- and Schoemansville (Hartbeespoort) Water Supply Schemes as well as funding to repair leaks and to replace customer meters in Majakaneng.

State of Water Services Planning

The Local Municipality of Madibeng as the Water Services Authority for its area of jurisdiction drafted its first Water Services Development Plan in November 2002. A new Water Services Development Plan was then established in December 2007. This Water Services Development Plan was reviewed in January 2009 and referenced "Water Services Development Plan for the Local Municipality of Madibeng. Revision 2. January 2009".

In 2012, the above Water Services Development Plan was updated to the newly established WSDP Guide Framework with the support of the Department. This process also included the review- and assessment of the status quo in terms of the several WSDP knowledge areas.

As part of the development of this document, the Local Municipality of Madibeng, with the support of the Department, has again reviewed and interpreted its current water services function and established an Existing Needs Perspective, whilst also developing the proposed Water Services Strategies to be implemented in support of the water services function. It is therefore considered that the outputs of this process as presented in this document, comprises an interim WSDP to be adopted by Council and incorporated into the IDP. A WSDP which is fully aligned with the next IDP planning cycle will follow from this process.

Water Services Existing Needs Perspective

The existing needs perspective as presented below was developed through a systematic and comprehensive review of the water services function in terms of the WSDP Guide Framework. The output from this process is presented below and includes compliance assessment in terms of:

- ☐ **quality** (assessment of current status against compliancy requirements)
- ☐ **quantity** (an indication of the representation of the total area to address the issue)
- ☐ **future plan assessment** (degree in which future demand has been established)
- ☐ **strategy assessment** (whether a strategy is in place to address the need).

The water services situation analysis prompted the development of problem statements which formed the input for the development of the water services objectives and strategies which follows in Section D.

Integrated Waste Management Plan

Introduction

The compilation of this IWMP has been done in line with the available National and Provincial policies and guidelines such as the Draft Guidelines compiled by the Gauteng Department of Agriculture, Conservation and Land Affairs. The process of compiling the IWMP consisted of two phases. During the first phase an assessment of the current status of waste collection systems and existing disposal sites, service delivery capacity and a needs analysis for each of these aspects were done and completed.

The second phase comprised the compilation of the IWMP.

Integrated Waste Management Plan Strategies

Focus Area	Objective	Recommendation
Disposal Infrastructure Development	Objective 1: Continue to operate Hartebeesfontein-, Eastern Platinum-, Western Platinum and Mooiooi landfill sites in accordance with permit conditions and Minimum Requirements	Operate the Hartebeesfontein-, Eastern Platinum-, Western Platinum and Mooiooi landfill sites according to permit conditions, Minimum requirements and approved Operational Plan
		Maintain infrastructure on the Hartebeesfontein-, Eastern Platinum-, Western Platinum and Mooiooi landfill sites.
	Objective 2: Obtain Permits for the transfer stations at Kosmos, Brits and Mothutlung. Improve operations at the transfer stations.	Submit Permit/Directions. Application Reports to DEAT for each transfer station.
		Appoint suitably qualified person to conduct EIA and to compile authorisation application reports for each transfer station.
	Objective 3: Identify, design and permit new transfer stations at Damonsville, Brits, Lethabong, Klipgat and Modderspruit.	Appoint suitably qualified person to identify, design, & conduct EIA and to compile authorisation application reports to DEAT for each transfer station.
		Submit Permit/Directions Application Reports to DEAT for each proposed transfer station.
Waste Collection Infrastructure	Objective 1: Extend Service to Unserved Areas in Municipal Area	Include additional residential and business developments into Service Delivery Area
	Objective 2: Extend and Maintain Collection Fleet	Compile Equipment Replacement Plan
		Negotiate Maintenance Contract with Vehicle Suppliers
		Maintain Current Collection Fleet
	Objective 3: Standardise Collection and Optimise Collection route	Continue with current refuse removal system, but phase in Standard Refuse Receptacles with new collection equipment.
		Amend and optimise collection route.
Institutional Capacity and Human Resources	Objective 1: Effective Structure of Human Resources	Fill vacant positions and create posts to extend human resources capacity to fulfil service requirements
	Objective 2: Train Staff	Locally train low level staff and provide specialised training for specialised positions.
		Ensure proper training of contracted personnel
Financial Resources	Objective 1: Improve Payment of Service Tariff	Implement pre-paid system
		Implement Penalties
		Redistribute Equitable Share
	Objective 2: Standardise Tariff Structure	Implement Standardised Tariff System
Dissemination of Information / Communication	Objective 1: Develop and Maintain a WIS	Develop WIS
	Objective 2: Contribute to Inter Municipal Waste Information Workshops	Attend workshops
	Objective 3: Build Community Awareness.	Build awareness through flyers, newspaper notices and road shows.
Management of Illegal Activities	Objective 1: Develop Co-operation Strategies to Prevent Illegal Activities.	Amend Bylaws
		Establish Community Watch
		Introduce Incentive schemes for Clean Neighbourhoods.
		Provide Skips throughout Town for Refuse Dumping
Waste Minimisation	Objective 1: Encourage Recycling Activities	Provide recycling containers throughout town
	Objective 2: Encourage Waste Minimisation	Incentive Schemes for in House Recycling
	Objective 3: Develop Garden Refuse Strategy	Develop Garden Refuse Strategy and Investigate Feasibility to Establish Composting Facility.

Conclusion

This IWMP should be re-evaluated and expanded to a detail operational plan, once suitable information is available from the system as to ensure that future planning is done correctly:

- Service levels should be workshopped with the community to obtain their views and inputs on the proposed upgrading of their service and the cost implications involved.
- Community awareness campaigns should be implemented to educate the communities on responsible waste management i.e. why a landfill is fenced, why you dispose of your waste in waste receptacles, why waste is covered at a landfill, why illegal dumping is costly, etc.
- The municipality should promote recycling and/or waste minimisation. The recyclers on the Hartbeesfontein landfill site should be formalised to ensure that the reclaimers co-operate with the landfill supervisor.

Madibeng State of Environment Report

Introduction

One of the objectives of the state of the environment report is to provide a reference framework of sustainable development indicators against which environmental management performances of government functions and activities can be assessed.

The value of the SoER lies in the fact that it informs decision makers, interested and affected parties and the general public on the most fundamental environmental issues in an accessible way.

Project scope

The scope of the assignment was to determine the status quo in relation to documented information in the LMM on issues or activities that have impact on environmental quality within the area of jurisdiction of the LMM.

Health Services Analysis

The new South African health system adopted the Primary Health Care (PHC) approach because this approach is believed to be the most effective and cost effective means of improving the population's health. The approach involves a health system led by PHC services, which are at the base of an integrated district health system. In terms of the health services reform process, the Local Government should be responsible for all district health services, which include, among others:

- Health promotion services
- Communicable, non-communicable and endemic disease prevention and control service (e.g. HIV/AIDS, STIs, TB, Hypertension and substance abuse)
- Ensuring the availability of a full range of PHC and other relevant health services in communities, clinics, community health centres, district hospitals and other facilities, and
- Providing for community participation in health promotion and health service provision (Department of Health, 1997).

The former Brits Clinic, former Brits Municipality clinics and former Odi clinics were integrated into Madibeng Sub – District. Madibeng Health District is made out of 22 clinics, of which four are earmarked for being developed into health centres, they include Jericho, Bapong, Lethabile and Mothutlong. There are five Primary Health Care Mobile Units and one Dental Unit serving 197 point on a monthly basis.

The HIV/AIDS statistics for the LMM is shown as follows:

Madibeng HIV Prevalence

Age Distr.	15 – 25	26 – 35	36 – 45	46 – 55	56 – 65	66+	Total
Male	43	195	167	70	15	1	491
Female	353	487	201	99	23		1163
Total	396	682	368	169	38	1	1654

People aged 26 – 35 years are the ones mostly affected in both male and female groups. Furthermore, the infection pattern shows that females between 15 – 25 years are second, followed by those between 36 – 45 years. On the contrary, males occupying the second position are those between 36 – 45 years, followed by those between 46 – 55 years. Young males (15 – 25yrs) are placed fourth on the infection list.

Energy Status Analysis

The combustion of fossil fuels for energy releases into the atmosphere approximately 80% of human induced greenhouse gas emissions. Electricity generation emissions from coal and oil refining to produce petroleum product, coal mining and gas extraction, wood burning and the burning of coal and oil to produce heat for industrial and other purposes, are the largest source of carbon dioxide (CO₂) and sulphur dioxide (SO₂) emission in SA. The

main consumers of energy in SA are industry, the domestic/residential and transport sectors. The LMM has four electricity distribution points which are located in Letlhabile, Brits Industrial Area, Brits Town, and Hartbeespoort.

Water

Water is a fundamental natural resource and is indispensable to life. Water is highly susceptible to pollution and continued deterioration of water quality in some parts of SA has led to the Department of Water Affairs and the Department of Environmental Affairs and Tourism (DEAT) to adopt a more comprehensive approach to integrated pollution and waste management.

Sanitation

There are three main wastewater treatment plants in the LMM which are situated in Brits, Mooi-nooi, and Hartbeespoort respectively.

Waste

The LMM is currently providing waste management services to seven areas, which include Brits, Oukasie, Mothutlong, Damonsville, Sonop, Letlhabile and Hartbeespoort. The services include waste collection, street cleansing, litter picking and bulk removal of illegal dumping. Waste collection service is rendered by both the LMM and four (04) private contractors. The LMM removes waste in the Brits CBD and Oukasie areas and the four (4) contractors remove waste in the townships, and in the Hartbeespoort CBD and environs.

There are four permitted landfill sites in the area of jurisdiction of the LMM, one of which is owned and managed by the LMM (i.e., the Hartbeesfontein regional landfill site). The other three landfill sites are owned by private companies. They are Eastern Platinum, Middelkraal and Mooi-nooi respectively.

The LMM has three transfer stations, namely Spoorweg, Kommandonek, and Mothutlong. A contractor was appointed to manage recycling of waste at the Hartbeesfontein landfill site..

Spatial Development

The MSDP addressed eight spatial aspects, namely, Land use; Transportation; Economic development; Social amenities; Housing and tenure delivery; Open space and recreation; Tourism; and Agriculture. Madibeng has a wide selection of land uses, ranging from purely urban land uses, such as formal residential areas, central business districts, and industrial areas, to non-urban land uses such as rural areas relying on subsistence farming, tourist resorts & facilities, and game farming.

In order for the LMM to be able to reconstruct the urban landscape into an integrated and cost effective urban structure, a Development Concept was developed which addressed issues of urban integration; bulk municipal infrastructure; service integration; land use and transport integration; protection of agriculture and open spaces. The Development Concept covered the aspect of development corridors within the LMM area of jurisdiction. These development corridors are classified into primary, secondary, and tertiary.

There are two primary development corridors, Brits – Rosslyn Mixed Use Corridor which focuses on residential, industrial, commercial and mining development; and the Platinum Transportation Corridor which focuses on transportation. Secondary development corridor is the Brits – Fafung Residential Corridor which focuses on residential development in the north – eastern part of the LMM. Tertiary development corridors include the Letlhabile – Hebron – Residential Corridor and the Jericho – Madidi Residential Corridor.

The LMM has two major tourism regions, namely; Magaliesburg, Witwatersberg, and Hartbeespoort dam region; and Game farming, Elandsberg, and Klipvoor dam region.

Madibeng Integrated Economic Growth Strategy

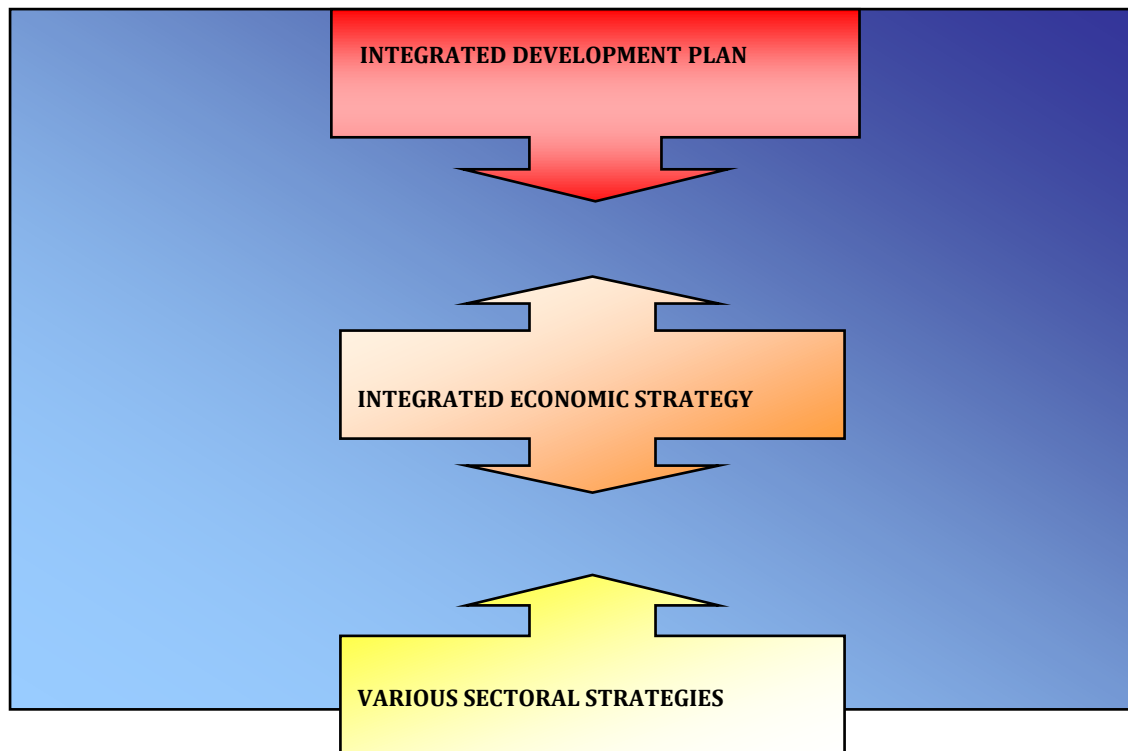
Purpose of the Study

The purpose of this study is stipulated as identifying development potential and opportunities within various economic sectors, which could contribute in stimulating economic growth, social upliftment, job creation, BEE, capacity building, etc.

Status of this document

The status of this document is to serve as guiding tool in stimulating the development of the economy within Madibeng.

Diagram 1.1 gives an illustration of the **Document Hierarchy**.



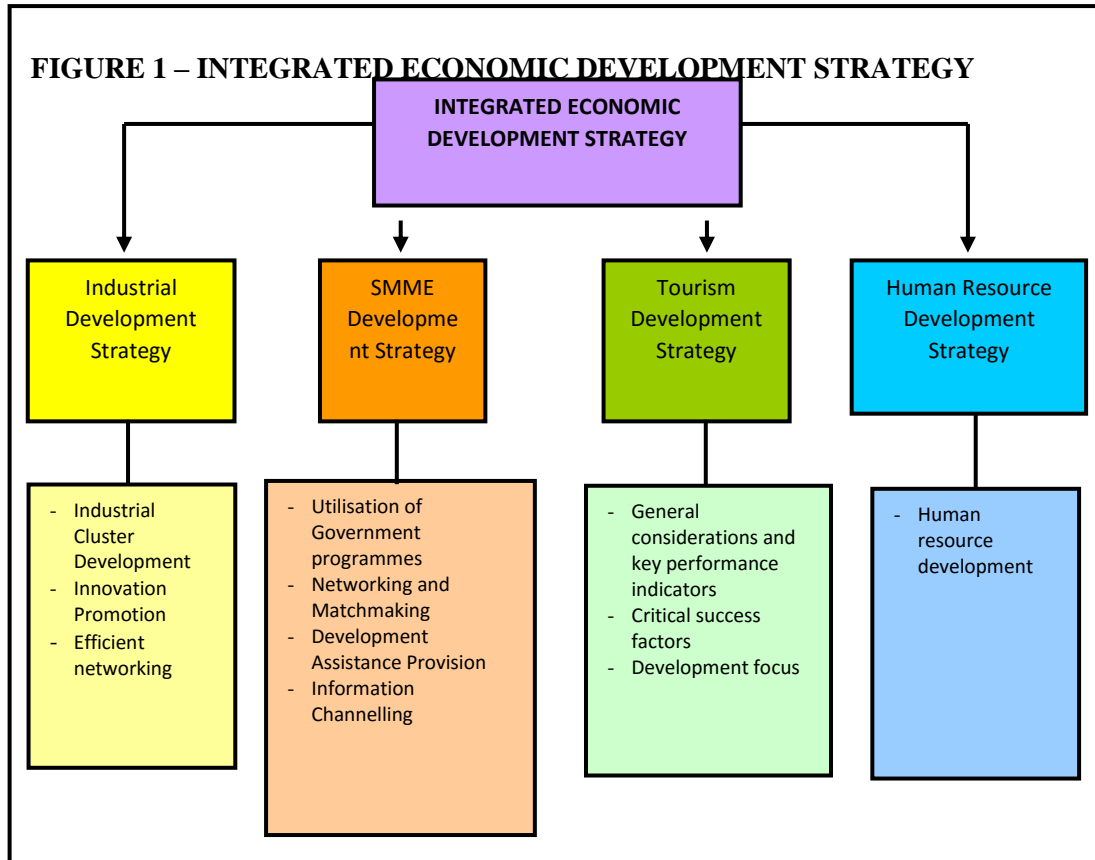
Study Goals and Objectives

As mentioned, the purpose of the study is to identify development potential and opportunities within Madibeng. The strategy therefore has the aim of:

- Bringing in new ideas to stimulate economic development
- Creating a platform for growth
- Accessing development funds
- Building of capacity within the community
- Developing human resources
- Transforming the labour force
- Ensuring development is sustainable, integrated and holistic
- Linking Madibeng's economy to its neighbouring economies
- Stimulating multiplier effects
- Incorporating agglomeration and clustering advantages in the economy
- Developing the tourism industry
- Integrating the rural communities in development

Integrated Economic Development Strategy

An Economic Development Strategy can comprise of a combination of the following important building blocks, referred to as economic development strategies: Capacity building; Human Resource Development and Labour Force transformation; Broadening the economic base; Sustainable development; Integrated and Holistic development; Linkages with neighbouring economies; Agglomeration advantages; Multipliers; Clustering; Agricultural and Agro-Industrial development; Tourism potential and Rural development. Each of these development strategies on their own accord comprises of a number of projects and/or programmes, aiming at achieving economic growth and development.



In the case of Madibeng, the major building block of the Integrated Economic Development Strategy include (as indicated by Figure 1):

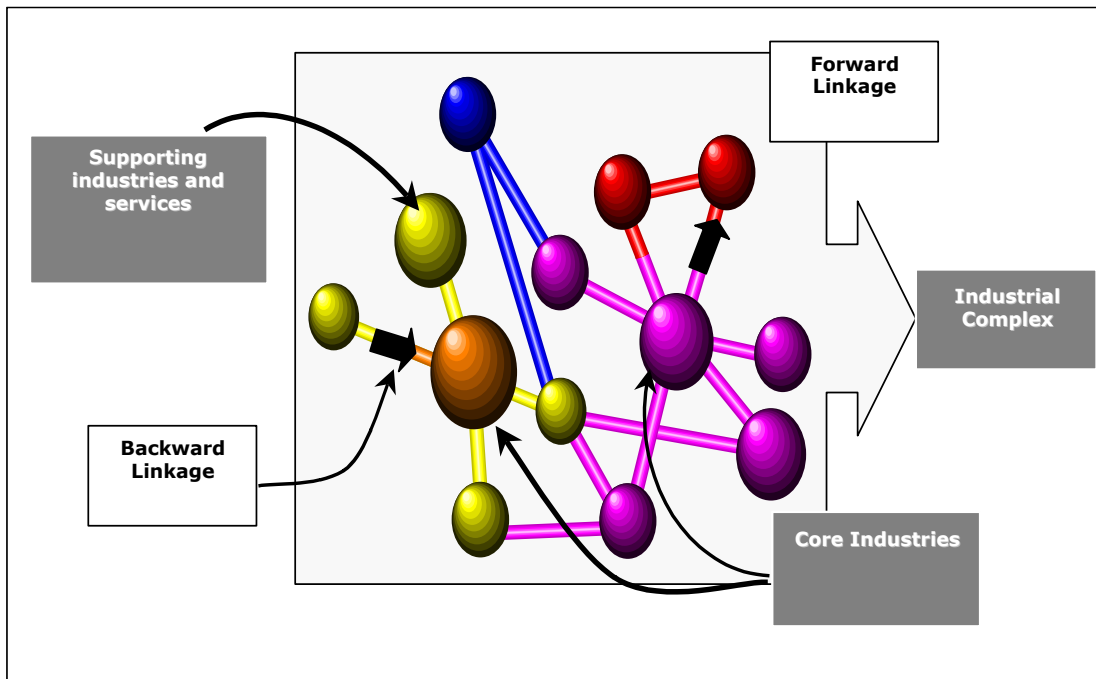
- Industrial development
- SMME development
- Tourism development
- Human Resource

Each of the above mentioned strategies are discussed below, each containing the following discussion points:

- A brief description of the strategy
- A description of themes relevant to the specific strategy
- A description of the projects associated with the theme and strategy
- Information and supportive sources

Industrial Development Strategy

Cluster development is a widely advocated, internationally acclaimed technique that has been implemented successfully in other countries, with the ultimate aim of stimulating economic development and job creation. Figure 1 gives an illustration of the cluster development concept.



- **Obtain buy-in:** The purpose is to devise the most appropriate ways and means of obtaining buy-in and support from all the stakeholders in a given cluster.
- **Stakeholder contact-making:** Utilising an inventory of stakeholders, representatives for a cluster development unit must be identified.
- **Sponsorship:** International case studies have shown that the success of the buy-in process is dependent on the procurement of a sponsor.
- **Participation:** In general, the cluster development unit acts as a mouthpiece where problems and challenges facing the cluster are aired.
- **Networking:** An additional method of creating buy-in and encouraging participation is by developing a business network program. .
- **Networks** are fast becoming a key business tool for small and medium-sized companies to work together to boost their bottom line.

The Industrial Development Strategy for the Madibeng Municipal area consist of three investment programmes, including:

- Industrial Cluster Development Programme
- Innovation Promotion Programme
- Industrial Networking Programme

The discussion on each of the abovementioned programmes, together with their potential projects, follows.

♦ Industrial Cluster Development Programme

Industrial Opportunities and Projects

Based on the analysis done in Section 4, there are a multitude of industrial opportunities present within the Madibeng area. These opportunities are grouped according to economic sector, including:

- Agriculture
- Mining
- Manufacturing

The related projects are provided in Table 5.1 based upon the following types:

- Anchor projects
- Supportive projects
- Catalyst projects

TABLE 5.1 – INDUSTRIAL DEVELOPMENT STRATEGY PROJECTS			
SECTOR OF OPPORTUNITY	ANCHOR PROJECTS	SUPPORTIVE PROJECTS	CATALYST PROJECTS
Agriculture	Organic farming and Hydroponics production unit/cluster	- Formation of Cluster Development Task Team	✓ Prepare or facilitate detailed feasibility studies and implementation plans for the high potential development projects ✓ Initiated and facilitate further investigation into lower potential development projects ✓ Liaison with potential investors and research institutions
Mining	Mining logistics hub		
	Local processing of raw mining materials		
Manufacturing	Heavy mineral refining, processing and beneficiation cluster	- Compile sector specific development plans	
	Dimension stone and slate beneficiation cluster		
	Fresh vegetables and fruit processing and product manufacturing plant	- Compile and maintain database indicating potential investors and investment opportunities (Be coordinated with opportunities resulting from special agreements such as AGOA)	
	Recycled material product manufacturing plant		
	Recycling plant		
	New product manufacturing from recycled materials		
	Oil extraction plant	- Compile an Investor Care Programme to provide investors with professional supportive services, i.e. information provision, networking with local suppliers and financial assistance	
	Herb and spice processing plant		
	Fresh produce storage and distribution hub		

Detailed Information Sources

Additional role-players that can act as information source and/or experts on this programme include:

- ✓ The established Cluster Development Task Team
- ✓ Trade and Investment South Africa (TISA)
- ✓ Invest North West
- ✓ Industrial Development Corporation (IDC)
- ✓ Department of Trade and Industry
- ✓ Representatives of existing cluster and other industrial development initiatives in the country
- ✓ Research institutions, such as CSIR, Agricultural Research Council, Automotive Industry Development Centre, Universities, etc.
- ✓ Madibeng Industrialists Association
- ✓ Greater Brits Investment Group (GBIG)
- ✓ Brits Chamber of Business

Opportunities and Projects

The projects related to this programme fall primarily within the supportive category. These projects include:

- The establishment of a Technical Mentoring System
- The development of a Regional Innovation Network
- The provision of technical and market information to developers through a comprehensive website
- The examination of gaps in the system of financial support for investors, in terms of research and development
- Developing a school-support programme through which scholars and students can be introduced to the industrial and innovation environment
- The securing of enhanced innovation support for the different economic sectors
- Assistance (financial or otherwise) to knowledge-based start-up businesses.

Detailed Information Sources

Supportive role players include sources such as:

- Educational and training institutions (universities, technicons, councils, NGO's, etc) locally and nationally
- International industrial organisations and researchers
- Research institutions in South Africa (e.g. TISA, CIMEC, CSIR, Agriculture Research Council etc)
- Madibeng Industrialists Association
- Greater Brits Investment Group (GBIG)
- Brits Chamber of Business

Initiate Efficient Industrial Networking

Opportunities and Projects

The supportive projects associated with this programme include:

- The provision of a system through which Madibeng industries can apply for membership in an Representative Forum. This forum will provide the members with a platform to initiate discussions, representation and participation and the exchange of sector-specific knowledge.
- Electronic infrastructure can be utilised to stimulate this process of participation, for example through the establishment of an internal website for Madibeng enterprises which provides discussion platforms.
- A database needs to be implemented and information distributed that can be used to assist investors and Madibeng enterprises in the sourcing of suppliers and matchmaking with potential entrepreneurs, local contractors and international manufacturers.
- A unit must be established which can take responsibility of matching and initiating investment opportunities in the Madibeng area with suppliers in the rest of the region and country
- This programme must also include the task of linking/coordinating supporting services with the development of Madibeng. This entails liaison with financial institutions, real estate agents, tour operators, freight transport contractors, public transport companies, etc

Detailed Information Sources

Experts on this programme and its projects include:

- ✓ Local businesses
- ✓ Researchers which can provide information on suppliers and international sourcing opportunities
- ✓ Industry-specific experts
- ✓ Department of Trade and Industry
- ✓ Potential suppliers and other service providers (commercial banks, transport companies, etc)
- ✓ Madibeng Industrialists Association
- ✓ Greater Brits Investment Group (GBIG)
- ✓ Brits Chamber of Business

SMME Development Strategy

SMME support systems are a critical important aspect of local economic development due to this sector's employment creation characteristics. This development strategy's main focus is the establishment and expansion of SMMEs in the Madibeng area. The strategy thus has a dual **aim**, including:

- ✓ The support of SMMEs (existing and newly emerged)
- ✓ The development of new SMMEs

Therefore, **the objective** of this development strategy is to facilitate the establishment of new SMMEs, to provide support during the initiation phases of establishment and to provide sustainable information and support for new and existing SMMEs within the local municipality's structure.

The **vision** of the SMME development strategy can be summarised as follows:

Firstly, to create an enabling environment in which SMMEs can develop on the basis of sound business principles and optimum access to the services needed to become sustainable; secondly to utilise the existing governance structures which will enable the effective implementation and facilitation of programme and policies aimed at the development of SMMEs; and thirdly, to provide sustainable support and information on SMMEs"

The **focus areas** of this strategy is on:

- ✓ Ensuring that existing SMMEs and micro enterprises become sustainable
- ✓ Creating a business friendly environment for the establishment of new SMMEs, and
- ✓ Creating a structure through which local authorities can facilitate SMME development and provide sustainable information and support

The **strategic focus** of this strategy is on the following areas:

- ✓ The efficient utilisation of government programmes aimed at SMME development
- ✓ Networking and matchmaking
- ✓ Development assistance provision to the SMME sector
- ✓ Channelling of information

Municipalities can reap **benefits** from promoting the development of SMMEs in their area of jurisdiction. The benefits include:

- ✓ SMMEs have shown a remarkable capacity to absorb labour capacity, albeit largely unskilled.
- ✓ SMMEs are locally owned and controlled.
- ✓ SMMEs provide a nursery and a proving ground for entrepreneurship and local innovation.
- ✓ A stable SMME sector can extend the current municipal revenue loss.

To become prosperous business entities, SMMEs need:

- ✓ *Opportunity*, which can be created by a more favourable business environment, establishing viable business support facilities, effective networking and the nurturing of an entrepreneurial culture.
- ✓ *Knowledge* of opportunity through information chancing networking, service outreach and networking.
- ✓ The *ability* to perform, which can be enhanced through proper training, business advice, finance, high quality business infrastructure and acceptable business structures.

Utilisation of Government Programmes

Opportunities and Projects

More, specifically, the following tasks should be addressed:

- ✓ SMME development in each of the municipalities should be linked to a local SMME Strategy/Action Plan, with expected outcomes and targets. .
- ✓ The municipal SMME development programmes should make provision for the development of the two distinct sub-sectors, namely the formal SME sector and the informal micro/survivalist sector.
- ✓ For the micro enterprise sector – the provision of *shared business services* and infrastructure, information on service providers offering training in basic business management and financial mentoring, micro finance assistance institutions and product advice institutions, as well as programmes to 1) link micro suppliers with larger companies and 2) formalise the informal sector.
- ✓ For the SMME sector – the provision of modern business infrastructure (i.e. telecommunication, premises, etc), assistance in registering and financial management (i.e. tax, export duties, etc), matching SMME suppliers with larger corporations, tax and financial incentives, quality control, the penetration of foreign markets, marketing and information sharing.
- ✓ *Service outreach*. Any initiative taken by local government to assist SMME development within their own powers and functions should be based on the demand of the SMME sector and the existing service providers in the area.

Networking and Matchmaking

Opportunities and Projects

More specifically, Madibeng Local Municipality should implement the following tasks:

- ✓ Provide information kiosks or outlets within the local municipality's structure through which local SMMEs, that do not have access to Internet facilities.
- ✓ Identify existing business networks in the local municipal area and identify the needs/problems that are currently being experienced within these networks.
- ✓ In-depth discussions need to be conducted with larger business groups (such as the Madibeng Chamber of Business, GBIG, Chamber of Mines and Brits Industrialist Association) in order to determine whether supply activities and services can be outsourced to SMMEs.
- ✓ Local municipalities need to establish an up-to-date database on the existing SMMEs in the area, their contact details, firm structure, deliverables, employment structure and skills.

- ✓ Continued update of the *independent* business directory which can be freely distributed to all interested parties

The required activities can be summarised as follows:

- ✓ Conduct surveys to update the municipal database of all SMMEs in the local economies;
- ✓ Identify existing networks and their needs;
- ✓ Identify network brokers that can establish and coordinate the activities of new networks, &
- ✓ Lobby with large business groups to join forces through the networks

Development Assistance Provision (High Level)

Programme Description

The purpose of this programme will be to coordinate the efforts of these agencies to ensure that their efforts become more visible in Madibeng Local Municipality. It is essential to link these efforts with GBIG, the LBSC, ESC and the Mining Development Agency operative in the area.

More specifically, assistance should include:

- | | |
|---|--------------------------------|
| ✓ A service outreach programme | ✓ Business Development Centres |
| ✓ Training and Entrepreneurial Programmes | ✓ An entrepreneurial culture |
| ✓ Financial assistance | ✓ Marketing services |

These are discussed below.

- (1) The provision of SMME business assistance services should be linked to a *service outreach programme*. Information that need to be gathered as part of this baseline study, are, inter alia:
 - ✓ The exact type and scope of services needed by the SMME sector, i.e. training (financial management, basic entrepreneurial skills, human resource management or advanced business management), financial (micro loans, start-up capital, seed capital or venture capital), or business services (technology transfer, marketing assistance or information dissemination).
 - ✓ Services that are already being provided by service providers and which could be linked to the municipality's SMME development programmes. The optimal location of established service centres (such as LBSCs and information centres) that will ensure support from the local SMMEs.
 - ✓ The demands and opportunities posed by the local economic structure and the high growth/investment sectors, as well as major concerns for the SMME sector (economic "red-flags") that will need attention in avoiding future gaps in the service structure.
 - ✓ Implement a coordinated and focused system of SMME support facilities.
- (2) The most efficient programmes that can be implemented as part of a service delivery strategy to SMMEs are *Business Development Centres*.
- (3) *Training and entrepreneurship development programmes*. One of the key factors influencing the ability of SMMEs to perform in the local economy is the availability of training facilities and services that SMME can access.
- (4) Part of the efforts to develop the labour force, is the *establishment of an entrepreneurial culture*. The main aim of such a programme is the inspiration of a wider range of people to pursue entrepreneurial ventures. Some of the projects that can be used to achieve this are
 - ✓ Publicity, promotional and awareness campaigns;
 - ✓ Educational systems which are refined to include topics on entrepreneurship (which are increasingly being emphasized on i.e. school level);
 - ✓ Taxation or other incentives that rewards self-employment, and
 - ✓ The creation of innovation centres, science parks and links between universities and commercial enterprises to educate the community and change public perception about creating self-employment.
- (5) *Financial assistance*. Although it is not within the power of local government to finance SMMEs, government can play an active role as facilitator/coordinator in assisting SMMEs with funding problems. Tasks that could form part of the development of SMMEs include:

- ✓ Creating a database that indicates the various provincial, national and international funding programmes available to SMMEs in Gauteng.
- ✓ Lobbying with financial institutions for favourable lending/funding conditions;
- ✓ Linking SMMEs with the available incentives of national government, as well as assistance in the application of these incentives;
- ✓ The review of regulation on micro finance in the province;
- ✓ Lobbying with donor organisations in order to obtain foreign capital for SMME assistance;
- ✓ Provide a mentorship system through which SMMEs can be provided with financial counselling services.

(6) *Marketing services.* Many SMMEs experience problems in penetrating markets and consequently in developing products that will be able to answer to consumer demands.

Information Channelling

Opportunities and Projects

The most important tasks (supportive projects) that need to be executed as part of this focus area are:

- ✓ The establishment of interactive databases that cover the aspects relevant to SMME development on a local municipal level. The databases that need to be compiled include:
 - A provincial database on the service providers available in the province per area, the SMME development programmes initiated by local authorities, as well as on a provincial and national level.
 - A database for local government on the number and size of SMMEs within the jurisdiction area, products and service delivered, service providers by type, service scope and costs, budget allocation of programmes, skills available in the local SMME sectors and the needs of the local SMEs and micro enterprises in the area.
- ✓ The establishment of the databases can be initiated through baseline surveys conducted in the municipal area, the utilisation of business registration databases for formal businesses and business surveys in selected informal trading areas.
The surveys should be complimented with a local skills and expertise audit on the SME and micro enterprise sectors.
- ✓ Madibeng must develop an appropriate organisational structure that can deal with the gathering, packaging and analysis of relevant data on the SMME sector. Information requirements include:
 - Business confidence in the small business sector
 - Production indices for the different products manufactured and services provided
 - Inventory cycles
 - Bankruptcy trends
 - Trends in capital investment
 - Employment trends
 - The impact of IT and other service provision on SMME viability
 - Financing patterns and requirements, etc.
- ✓ An interactive database need also be created on the service providers in the local areas and their nature, known funding sources and skills.

The potential projects associated with the SMME industry is listed within the table below:

POTENTIAL PROJECT FOR THE SMME DEVELOPMENT STRATEGY	
<u>SECTOR</u>	<u>ANCHOR PORJECTS</u>
AGRICULTURE	Organic farming and hydroponics production units
	Granadilla and Kiwi production
	Ostrich farming
	Herb and spice production
	Floriculture production
MINING	Small scale mining ventures
	Rehabilitation of mined areas
	Local jewellery manufacturing
	Local processing of raw mining materials
MANUFACTURING	Juice factory
	Canned fruit and vegetables factory
	Dehydrated vegetable processing
	Soya, sunflower and olive oil extraction
	Extraction of essential oils
	Herb and spice processing plant
	Recycling plant
	Agro-processing plant including citrus, fertilisers, herbs and teas, granadilla and table grapes
	Hand tool manufacturing
	Organic pesticides and fertilisers
	Agriculture packaging materials
	Medicinal and veterinarian equipment and products
	Indigenous pharmaceuticals and supplements
	Mining supplies such as chemicals, clothing, food, etc
TRADE	Various opportunities
TRANSPORT & COMMUNICATION	Transportation services
SERVICES	PPP in health care service delivery
	Various other locally demanded services
TOURISM	Tour operators
	Small cultural activity groups
	Guesthouses and other accommodation facilities

Tourism Development Strategy

Tourism is a quaternary economic activity, which means that it cannot be defined as an individual economic sector; instead, the activities that make up tourism are spread across the range of definable economic sectors, mainly trade, catering and accommodation, and transport. This sub-section describes the tourism development strategy through the use of the following headings:

- ✓ Tourism strategy development
- ✓ Key performance indicators and niche focus
- ✓ Critical success factors
- ✓ Implementation guidelines.

The underlying rational of the tourism development strategy is that tourism is a labour – intensive- peoples-based industry which means that when tourists visit a destination they not only “buy” physical amenities but also skills and services of the local tourism employees.

The tourism demand determines the tourism market potential for the Madibeng area. In order for the different tourism projects to reach the specific tourism targets, certain key performance indicators and success factors should be incorporated and taken into account during the development and management process of each tourism project

General Considerations and Key Performance Indicators

The general considerations and key performance indicators include the following:

- ✓ *Tourist trip composition* – a tourist’s trip consists out of three phases that include pre-experience, experience and post experience phases and in each of these phase tourist utilises various products and services.
- ✓ *Technological development* - new technological improvements changes the customer-supplier relationship (i.e. internet booking).
- ✓ *Networking and partnerships* – these relationships between the various direct and indirect tourism attractions/facilities/organisations will enhance the overall development of tourism.

- ✓ *Constant innovation and improvements* – due to the increasing global competition, constant improvements and innovations in the industry are required.
- ✓ *High quality of services and products*– It is necessary to provide high quality services and products throughout the whole tourism system.
- ✓ *Variety* – destinations should offer a variety of attractions, facilities and entertainment in order to provide the tourists with a variety of choice.
- ✓ *Specialist skills and training* – workforce should be effectively trained to be adaptable to changes in the tourism market and associated type of activities and services that they should be able to offer.
- ✓ *Marketing and promotion techniques* –It should be more customer orientated, convenience orientated (i.e. internet bookings) and strategic alliances should be developed between the diverse segments of the tourism industry in order to stretch marketing budgets.
- ✓ *Community support and involvement* – It is essential that the local community should support new tourism development in their communities.
- ✓ *Visitor-friendly environment and tourism awareness* – there is a need for the creation of tourism awareness regarding the potential benefits of tourism and to foster a positive visitor friendly attitude.
- ✓ *Strategic location* – in terms of major tourism attractions and routes (i.e. Gold Reef City) or historically significant areas (i.e. Nelson Mandela Museum in the Cape)
- ✓ *Historical significance* – the site should have historical significance due to the fact that it can influence the success and popularity to a large extent.
- ✓ *Community support* – success of heritage tourism sites is primarily attributed to the support of the local communities in that they can relate to the theme of the museum.
- ✓ *Layout, and presentation of the content* – should reflect the theme of the site (whether culture/heritage orientated).
- ✓ *Educational value, integrity and uniqueness* – this plays an important role in the success of a heritage tourism development. The heritage site should have educational value whether through educational programmes or through the presentation of the content and artifacts.
- ✓ *Level of co-operation* – this is necessary between the tourism bodies in order to provide a sustainable platform for the heritage site.
- ✓ The *management* and operation of the heritage site should be guided by an integrated development framework and marketing strategy to avoid random and uncoordinated efforts.
- ✓ *Accessibility* – the accessibility of a tourism site and the associated tourism products to the public is also important success factors.
- ✓ *Flexible development approach* – this provides for an incremental development approach where new heritage or cultural facilities can be added to the development over time

Critical Success Factors

This sub-section provides an overview of the most important factors identified that will determine the success of the tourism development in the Madibeng area.

- ✓ *Product packaging and product line:* The current movement of the tourists through the region implies that the re-routing of tourists is critically important
- ✓ *Product differentiation and unique selling points:* The individual tourism activities should form an integrated tourism story line or package as mentioned previously.
- ✓ *Unique message:* The tourism package should convey a unique message to tourists' that appeals to them, inducing an urge to visit the specific tourism product more than once in a lifetime.

- ✓ *Effective management:* All of the tourism projects should be managed as a whole as to ensure that individual elements perform on the same level and progress on the same time span, due to the fact that it forms part of one tourism package and each of the unique selling points should contribute to sustaining the quality thereof.

Effective performance management should also be conducted in order to measure the performance of the projects against the baseline tourism targets. This management should also incorporate technological development. Technological development can improve the quality of the tourism services and increase the convenience of tourists visiting the tourism precincts.

General Implementation Guidelines

This sub section focuses on general guidelines that are applicable to all the tourism projects:

i) Infrastructure

Tourism infrastructure is an important component on the tourism system ranging from the basic services such as electricity and water to roads and public transport.

This framework should reflect the opportunities for public private partnerships in the construction and maintenance of infrastructure.

Priority infrastructure requirements include:

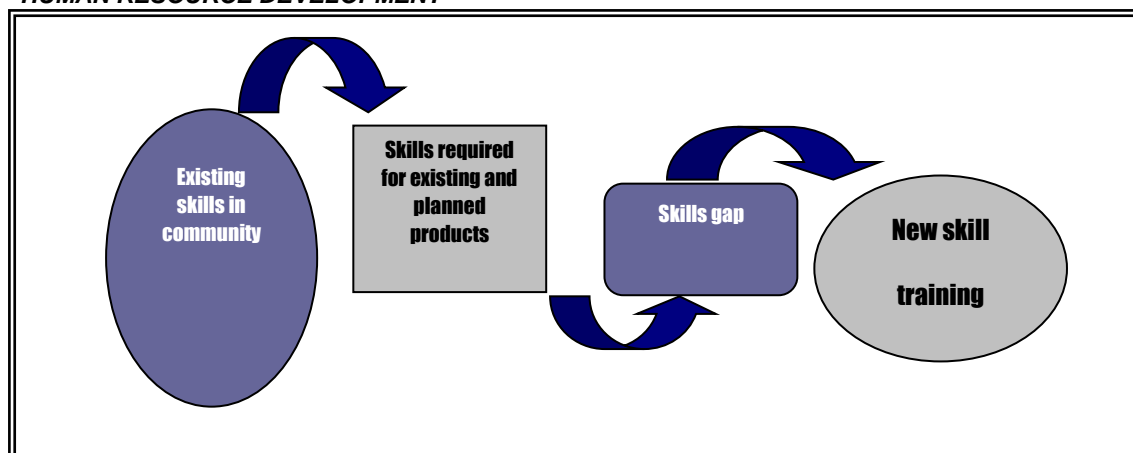
- ✓ The provision of adequate signage
- ✓ Maintaining of roads
- ✓ Engage in the public transport (taxi) industry.

ii) Human Resource Development

To establish a visitor-friendly environment and tourism awareness it is necessary to target the employees in the local tourism industry, government, local communities and security personnel that have an impact on tourists such as traffic police, defense force and security guards.

The human resources skills should be assessed and any existing or future skills required should be identified. The tourism employees should be familiar with the technology and how it works. This emphasises the importance of launching a human resource programme to adequately train and provide the employees with the necessary skills.

HUMAN RESOURCE DEVELOPMENT



- ✓ Identifying educational programmes that are applicable to the different niche markets.
- ✓ Establishing a standard entrepreneur support programme facilitating appropriate skills, education and training
- ✓ Promoting and managing the tourist guide function of the Madibeng Local Municipality.
- ✓ Supporting the development and promotion of locally produced tourism related arts and crafts.
- ✓ Employees should get involved with the Learnership Programme managed by THETA.

iii) Marketing

There are two different types of tourism marketing and promotion:

- ✓ Marketing of specific facilities and services (e.g. hotel, a tour, an attraction), and

- ✓ Destination marketing (the generic marketing of a destination for the overall experience that a tourist can obtain in that destinations which includes a combinations of facilities and services available).

General guidelines to enhance marketing and induce public awareness

An awareness and marketing campaign needs to be launched that involves press releases, public meetings and published documentation and brochures. In order to enhance the marketing and public awareness of these new tourism products the following should be done:

- ✓ A database needs to be compiled of all public and private sector role-players in the tourism industry of Madibeng area, in order to determine the roles and functions thereof.
- ✓ A series of press releases should be issued to the media, using mass –circulation media and specialised, tourism-orientated media directed at specific target market segments, in order to attract the necessary tourism mass to ensure viability.
- ✓ A brochure should be developed to give guidance on how to participate in and benefit from the tourism products and services.
- ✓ Feedback on successes and failures in the local tourism system should be actively gathered from local tourism organisations / products / activities and distributed between members. In order to be flexible and to adapt to the changes in the tourism market.

(iv) Specific Marketing Guidelines

A comprehensive marketing plan should be developed for the Madibeng area that specifies how the tour package and individual selling points would be marketed.

A comprehensive marketing plan for the tourism projects:

- ✓ This marketing plan should develop a new branded image for the area as a new tourism destination.
- ✓ Improve the image of the Madibeng area to counter the negative trends (e.g. It's a mining town) impeding high visitor figures. Improve safety and security by means of proper police patrols and police representation on tours, especially in the township.
- ✓ Provide the necessary market awareness and opportunities for the successful marketing of the tour.
- ✓ Organise a series of provincial functions and events such within the region
- ✓ Provide cost effective results by targeting the correct audiences.

Marketing should be done by means of the following measures:

- ✓ Familiarisation trips
- ✓ Press tours - invite prominent travel writers, photographers, TV and radios to the different sites.
- ✓ Events and themed periods - this can attract tourists to the area, as well as create an additional awareness of the area.
- ✓ Promotional material – use brochures to advertise the sites and associated tourism components.
- ✓ Websites
- ✓ Tour planner/sales manual for tour operators – develop a manual for tour operators and media in which information such as theme tour routes, events, calendars and ground tour operators, can be distributed.

Potential Tourism Development Projects

The potential projects that will contribute in stimulating development within the tourism industry include:

- ✓ Development of a tourism identity for the Madibeng area
- ✓ Tourism incubator, linked to skills related to environmental damage-control on exploited mine-dumps and granite excavated areas
- ✓ Development of a regional tourism node

Human Resource Development Strategy

Strategy Description

The focus of the human resource development strategy is on skills development, centring around the process of deepening individuals' specialised capabilities in order for them to be able to access incomes through formal sector jobs, through small micro enterprises (SMEs) or community projects, resulting in a positive contribution to the economic success and social development of our country.

Vision, Core Strategy, Principles and Objectives

The overall **vision** is an integrated skills development system that promotes economic and employment growth and social development through a focus on education, training and employment services.

The **core strategy** is to create an enabling environment for expanded strategic investment in skills development.

The **objectives** of the strategy are:

- ✓ To facilitate a general increase in the skills profile of the population, through accredited high quality education and training linked to the National Qualifications Framework
- ✓ To increase the quality and quantity of intermediate level skills in Madibeng
- ✓ To facilitate, through uplifting applied competency levels, more efficient social and infrastructure delivery
- ✓ To raise the quality, relevance and cost-effectiveness of skills development throughout Madibeng in order that the area achieves rising competency levels which promote economic and employment growth and social development.

Core Components of the New Strategy

There are six core components in the proposed strategy:

- ✓ Information for Strategic Planning
- ✓ A System of Learnerships
- ✓ Employment Services
- ✓ Enhancing Provision
- ✓ Skills Development Intermediaries and National Coordination
- ✓ The Funding of Skills Development (Department of Labour, 1997).

Opportunities and Projects

The following table summarises the potential projects aimed at achieving the development of the human resources in the Madibeng area.

TABLE 5.3 – HUMAN RESOURCE DEVELOPMENT STRATEGY		
<u>SECTOR</u>	<u>ANCHOR PROJECTS</u>	<u>SUPPORTIVE PROJECTS</u>
AGRICULTURE	Regional Agriculture incubator	Identification of required agricultural skills, techniques and practises
MINING	Mining incubator	Identification of required mining skills, techniques and practises
MANUFACTURING	Recycling incubator	Identification of materials and products available for recycling
		Identification of required recycling skills, techniques and practises suitable for the various available materials
TRADE	Trade incubator	Identification of required trading skills, techniques and practises
TOURISM	Tourism incubator	Identification of required tourism skills, techniques and practises

Investment Incentives

Investment incentives are seen as “economic development programs that assist businesses without providing direct financial assistance.” There are essentially two types of business incentive packages:

- ✓ **Tax incentives** involve the reduction or abatement in the amount of taxes paid to the national or local government offering the incentive
- ✓ **Non-Tax incentives** are “on-budget expenditures,” which constitutes grants, creative financing subsidies, worker training, infrastructure improvement, etc. that are used to attract companies to a particular location or to keep them from moving to another location (*National Association of State Development Agencies et al. 1999. Evaluating Business Development Incentives*).
- ✓ **Credits**, which provide a reduction in government income tax, or other state taxes to reward businesses for a variety of behaviours such as creating jobs, investing capital in equipment or research and development, training, recycling, etc.
- ✓ **Abatements / reductions** reduce or decrease the assessed valuation of *ad valorem* taxes, which include real property and personal property.
- ✓ **Exemptions** provide freedom from payment of a variety of taxes, including corporate income, corporate franchise, government sales/uses, or other taxes normally applied to certain business activities on which a tax might normally apply such as in purchasing air and water pollution control equipment or construction materials.
- ✓ **Refunds**
- ✓ Other **special tax treatment** to encourage business investment

It is important to note that when the local authority provides incentives, it should take into consideration that the incentives should focus on local opportunities for selected sectors and must emphasise local employment creation. It should however also provide guidelines for an effective brokerage system. Incentives thus need to comply with the following criteria against the local condition:

- ✓ Realistic
- ✓ Fundable
- ✓ Acceptable
- ✓ Flexible
- ✓ Predictable
- ✓ Sustainable

The various instruments that can contribute in influencing the locational decisions of investors are:

- | | | |
|------------------------|----------------------|-------------------------------------|
| ✓ Infrastructure | ✓ Marketing | ✓ Refuse |
| ✓ Regulatory reform | ✓ Water | ✓ Refunding building plans approved |
| ✓ Sewerage | ✓ Land and buildings | ✓ Pro-active approach to investment |
| ✓ Settlement discounts | ✓ Discount structure | ✓ Electricity |

Investment incentive packages are designed to stimulate higher levels of domestic and foreign private investment in employment and wealth creating industries. This will address the challenges of job creation and poverty alleviation through promoting sustained economic growth and skills development.

Development Considerations

The Madibeng economy has a well-diversified economic base. The development of SMMEs is a critically important focus area and should form part of the incentive packages. Thus, the investment incentive packages should cater for all types of economic activities, on all scale sizes.

The aim of formulating and identifying the incentive packages is to align these local incentives with existing National Government Funding Programmes in order to obtain maximum exposure of the area to direct investment. The target sectors within the Madibeng area that have been identified for investment are:

- ✓ Manufacturing and Warehousing
- ✓ Agriculture
- ✓ Mining
- ✓ Trade
- ✓ Tourism

Incentive Packages

The various incentive packages are discussed in the subsequent paragraph.

a) Land and Buildings

INCENTIVE PACKAGES	
SECTOR	PROPOSED INCENTIVES
INDUSTRY/ SMME	<ol style="list-style-type: none"> 1. Identify suitable land/sites in high priority investment areas within the borders of Madibeng, which can be used for industrial/warehousing or mixed land uses. These sites can be bought at market value or obtained through the transfer/ leasing of the property. 2. Provide serviced sites at reduced costs with reduced service cost packages included. 3. Implement a system whereby re-zoning, division and consolidations can be applied with immediate effect for investment in the identified zones, thus speed up the process of approval for new investors. 4. Do Environmental Impact Assessments (EIA) on behalf of the investor, in the identified areas. This will save time and costs. Establish an environmental management system for the identified priority areas. 5. Establish a special infrastructure provision programme for the investment priority areas. This will facilitate and coordinate the immediate delivery of bulk services and infrastructure on the request of investors. This will also ensure a phased approach to service delivery. As part of this programme, delivery services can be outsourced to capable local contractors. 6. Do an inventory of municipal land and buildings that can be used by investors for establish manufacturing and warehousing activities (e.g. Incubators and industrial hives). These facilities must be marketed and made available with immediate effect to potential investors. 7. Provide labour training programmes for new entrants into the industrial sector, with specific aims on SMMEs. 8. Provide assistance with marketing and distribution of the local products. 9. Provide free or at reduced prices, maintenance of the industrial area's aesthetics & infrastructure 10. Provide government subsidised transportation of local workers 11. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources
AGRI-ULTURE	<ol style="list-style-type: none"> 1. Identify suitable land with favourable soil condition that can be used for sustainable urban/rural agriculture. Land in these special development areas must be made available to entrepreneurs and investors through transfer, leasing or sale at market value/specially arranged prices. 2. Implement a system whereby re-zoning, division and consolidations can be applied with immediate effect for investment in the identified zones. 3. In order to promote SMME Urban/rural-agriculture, the municipality can implement demonstration plots and facilities for extension officers, which will serve the function of training and empowering entre-preneurs. The extension officers will also the function of providing information and technical know-how on farming methods, market trends and production opportunities. 4. The municipality must facilitate liaison/matchmaking with research institutions (e.g. Agriculture Research Council) that can assist investors with product development, operational issues and cultivars research. 5. Link this sector with the special infrastructure provision programme for the investment priority areas. This will facilitate and coordinate the immediate delivery of bulk services and infrastructure on the request of investors. 6. Provide labour training programmes for new entrants into the agriculture sector, with specific aims on SMMEs. 7. Provide assistance with marketing and distribution of the local products. 8. Provide free or reduced water and electricity for a period of 5 years to emerging and upcoming farmers 9. Provide government subsidised transportation of local workers 10. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources
MINING/ SMME	<ol style="list-style-type: none"> 1. Reduced costs on rates and taxes when mine agree to part take in the delivering of social infrastructure to its workers and their families 2. Provide government subsidised transportation of local workers 3. Provide labour training programmes for new entrants into the industrial sector, with specific aims on SMMEs. 4. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources
TOURISM	<ol style="list-style-type: none"> 1. Implement the Tourism Development Strategy. This strategy will ensure that existing facilities are optimally utilised, that new developments are attracted and directed, and that bulk services are linked to the needs in this sector. As part of this process, an EIA should be compiled and implemented. 2. Develop a fast track mechanism through which municipal land and buildings can be transferred, leased or provided to investors. 3. Develop "Guest House and related activities" development policy through which the needs of the private sector can be accommodated efficiently. This policy/strategy will serve the purpose of providing guidelines and criteria through which guest houses and related activities will be promoted. 4. Lobby for a fast-tracked approach to tourism-related investment approval processes. This entails the streamlined approval of tourism activities by the responsible authority

INCENTIVE PACKAGES	
SECTOR	PROPOSED INCENTIVES
	<ol style="list-style-type: none"> Identify land and buildings for a potential community projects (refer identified projects, Cultural village) Provide training programmes for new entrants into the tourism sector, with specific aims on SMMEs. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources Free membership to Madibeng Tourism Association, together with monthly information and training session on tourism matters
TRADE/SMME	<ol style="list-style-type: none"> Identify suitable land/sites in high priority investment areas within the borders of Madibeng, which can be used for trade/SMME activities. These sites can be bought at market value or obtained through the transfer/leasing of the property. This must include an inventory of municipal land and buildings that can be made available to entrepreneurs/investors with immediate delivery. Revise/remove constraining by-laws that will improve the investment climate for SMME's and the informal sector. Provide facilities/infrastructure/services to accommodate "formalised" informal markets and periodic markets for local and regional farmers and craftsmen. Conduct a "CDB Revitalisation Study" that will focus on the creation of an investor friendly environment in terms of service provision, infrastructure upgrading, parking and landscaping and special development zones. Provide training programmes for new entrants into the trade sector, with specific aims on SMMEs. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources Provide government subsidised transportation of local workers Provide assistance with marketing and distribution of the local products

b) Municipal Service Charges

Regarding the current services provided by Madibeng Local Municipality, the following are proposed:

- ✓ Refund of building plan fees, which are approved
- ✓ It is proposed that a special cost structure is developed to accommodate potential investors in the designated areas and sectors
- ✓ Implement "Tax Increment Financing Areas" (TIFA) in the areas that are identified as high priority investment areas
- ✓ Revise the "Credit Control Policy" that will enable settlement discount on service fees
- ✓ The following discounts on engineering services within the specified industrial and business areas are proposed (applied as soon as the new investment becomes operational):

REDUCED TARIFFS ON NEW INVESTMENTS (Based on current tariffs)			
ENGINEERING SERVICE	0-25 JOBS CREATED	26-100 JOBS CREATED	100+ JOBS CREATED
Property Tax	Less 2%	Less 5%	Less 10%
Water (Connection Fee)	Free	Free	Free
Water (Tariff)	Less 2%	Less 5%	Less 10%
Water (Deposit)	Less 15%	Less 20%	Less 25%
Electricity (Basic)	Less 25%	Less 25%	Less 25%
Electricity (Tariff)	Less 15%	Less 20%	Less 25%
Sewerage	Less 2%	Less 5%	Less 10%
Refuse (Hire & Removal)	Less 2%	Less 5%	Less 10%

c) Infrastructure Provision

In terms of infrastructure incentives, the following are proposed:

- ✓ Implement Code of Service Excellence to ensure the provision of high quality infrastructure on a timely bases
- ✓ Develop a funding/financing mechanism for infrastructure provision, i.e. tax increment financing, a municipal bond system, Public Private Sector Partnerships, opportunities, user fee charges, etc
- ✓ Facilitate effective infrastructure delivery, monitoring and prioritisation
- ✓ Establish a special infrastructure budget to fast-track provision
- ✓ Provide serviced sites at reduced costs
- ✓ Provide free or reduced maintenance of industrial infrastructure and environment

d) Approval Process

- ✓ Establish a proper administrative procedure that will cut through unnecessary red-taping and duplication. Regulatory reform and Approval Process Goal: Shorter Approval Time.
- ✓ "Fine-tune" evaluation criteria for investors

- ✓ Establish an inventory of potential investors, development opportunities and national incentives
- ✓ Integrate current approval procedures and the proposed actions highlighted in the DFA.
- ✓ Establish an inventory of existing consultants, service providers, contractors, etc.

Marketing

The investment incentive packages and various investment opportunities that are present in the Madibeng area need to be marketed and exposed to all people residing and operating in and around the area, to tourists, and the business and investment communities on a local and international level.

Focused Marketing Strategy

It is of paramount strategic importance that the Madibeng area and all its opportunities be marketed through a Focused Marketing Strategy. The main elements of this marketing strategy should be:

- ✓ **A plan to market Madibeng as an entity with its own identity and character.** This means that Madibeng should be known to everyone as the area of development opportunity in the wider region.
- ✓ **A focused plan to market the specific opportunities offered in Madibeng.** The sectors/aspects, on which the focus should be concentrated, are:
 - Manufacturing and Warehousing
 - Tourism
 - Trade
 - Agriculture (agro-processing)
 - Mining

Vital Issues

Project importance: The marketing strategy will promote all development projects, local activities, opportunities, etc. to a broad community in a positive and constructive manner.

Problems faced: Some of the problems that may be experienced by the implementation of this project, include:

- ✓ The availability of specific information on new projects, development successes and planning proposals, and conflicting interest
- ✓ The marketing method and approach that will be followed
- ✓ The timing of marketing actions

Constraints and opportunities: Proper marketing and publicity are ongoing processes and expensive. The availability of funds can be regarded as the main constraining factor.

Linkages

The marketing strategy is linked with all the elements of the development process of Madibeng. In this sense, it forms part of an ongoing facilitation process and should establish a network of inward and outward linkages. The inward linkages are amongst others:

- ✓ The development departments, local and provincial government.
- ✓ Each and every project and development initiative within Madibeng
- ✓ A monitoring process, which monitors various elements, growth and investment according to established economic development parameters.

Furthermore, this project should establish outward linkages with the following:

- ✓ Agencies who administrate the national government funding programmes
- ✓ Development agencies
- ✓ National/international investors
- ✓ National/international businesses (products and services)

Development Impact

Although the direct impact of this project is difficult to estimate, it is realistic to assume that if certain preconditions can be met, the impact of focused marketing of Madibeng can be substantial. Some of the preconditions are:

- ✓ Initial investment in visible projects by the local public sector
- ✓ The development of a proper marketing strategy
- ✓ An ongoing interface between development projects and the marketing process

Facilitation / Implementation Plan

The implementation of the project should be facilitated by the local municipality. The key steps in the implementation of the Focused Marketing Strategy are:

- ✓ Introduce the relevant public sector institutions, private sector, community and labour organisations to Madibeng and underline the need to market the development of the region.
- ✓ Formulate a framework for a Focused Marketing Strategy
- ✓ Promote and market Madibeng on an ongoing basis.

Communication Process

The communication process consists of three distinct albeit related aspects:

Community Launch at a general community function to be held with the following presentation:

- ✓ Video of the Madibeng projects and the concepts (to introduce community up-liftment)
- ✓ Leaflets
- ✓ Speakers (including Provincial Government; community representation, union leaders, representatives of big business)
- ✓ Questions and Answers
- ✓ Launch of a privately sponsored community business initiative (e.g. small business of the year award).

Focused Marketing

- ✓ Focused matchmaking, i.e. bringing together identified investment opportunities with potential entrepreneurs.
- ✓ Initiate the formation of joint ventures, especially Public Private Partnerships.

Focused Media Programme

- ✓ To generate publicity around the corridor programme that will peak simultaneously with the launch programme
- ✓ Issues to be focused on will be identified through foregoing process.
- ✓ Media Training Programme for spokespeople involved in the process

Other issues such as the design, layout and production of marketing related items should also be planned by the unit. These aspects may include:

- | | |
|-----------------------------------|---------------------------------------|
| ✓ Advertisements | ✓ Presentations |
| ✓ Newsletters | ✓ Exhibitions |
| ✓ Brochures, pamphlets, booklets. | ✓ Business meetings |
| ✓ Electronic Advertisements | ✓ Workshops, seminars and conferences |

Ongoing Process

The marketing strategy would involve continued support with respect to:

- ✓ An ongoing media programme - to maintain a pro-active approach to communicating with the media
- ✓ The launch and management of a quarterly investor newsletter that will report on progress, as well as promote major investment opportunities - hardcopy and website
- ✓ Conduct regular community meetings to discuss progress.

Institutional Arrangements

It is critically important that a dedicated unit is created to implement the various projects proposed in this report.

Funding Mechanisms

A range of institutions has been identified which could possibly be utilised as potential funding sources. Each of the institutions mentioned is categorised according to the type of economic support for which they could provide funding for. The list of potential national funders is illustrated in the table below:

LIST OF POTENTIAL NATIONAL FUNDERS		
TYPE OF SUPPORT	POTENTIAL FUNDERS	COMMENTS
Skills development & support	Department of Labour	Skills support programmes (SSP)
Community Economic Development	National Productivity Institute Department of Labour	Social Plan programme
	Local Government	Consolidated Municipal Infrastructure Programme (CMIP)
	Department of Water Affairs	Working for water programme
	National Government (all depart.'s)	Poverty relief programmes
	Independent Development Trust	Development of the local capacity of the communities and business ventures.
SMME development and support	Department of Trade and Industry	Incentive packages for SM and micro enterprise development Khula provides loans and guarantees to re-duce risk and collateral deficiencies in the SME sector. Small and Medium Enterprise Dev. Programme
	Ntsika	Support and funding
SMME development and support	Department of Provincial and Local Government	Social Plan Fund
	ARTPAC	Financial capacity support for small contractors & artisans
	Business Partners	Providing support services to small businesses
	NAMAC	Small Enterprise Development Fund, Business Referral & Information Network & Franchise Advice & Info Network
	Industrial Development Corp.	Financial incentives to encourage exports
Technological support	Department of Arts, Culture, Science and Technology	GODISA, which strives to create economic growth & long term employment opportunities through the enhancement of technological innovation, improvement of productivity, sustainability and international competitiveness of SMMEs
	Department of Trade & Industry	The Support Programme of Industrial Innovation
	Department of Communications	Bridging the Digital Divide programme
	Small Business Project	Private Sector Initiative
Tourism Promotion	Department of Environmental Affairs and Tourism	Tourism related activity benefit.
	Airport Company South Africa	Extension of the existing runway
	DTI	Tourism Development Finance for the development & expansion of the tourism industry
	Business Partners	Providing support services to SMEs
Manufacturing Development	National Research Foundation	Funding Programme
	NAMAC	Coordinates, facilitates, monitors & evaluates the activities of Manufacturing Advisory Centres
	Coega Development Corp.	Job creation community based projects.
	Council for Scientific and Industrial Research	Conducts research, development and implementation activities
	DTI	Sector Partnership Fund, Support Program for Industrial Innovation Competitiveness Fund, Technology & Human Resources for Industry Program, Competition Policy. Procurement Reform Finance for textile, clothing, leather & footwear industries.
	IDC	Low interest Loans
	Development Bank South Africa	Donor funding
Agricultural Development	Agricultural Research Council	Research
	DTI	Agro Industry Development Fund for the development & expansion of the agricultural food & marine sectors.
Local Eco-nomic Dev. promotion	DPLG	LED fund for job creation
	Khula Enterprises	Equity Fund, Emerging Entrepreneur Fund
Investment Promotion	Department of Provincial and Local Government	Consolidated Municipal Infrastructure Programme

POTENTIAL INTERNATIONAL FUNDERS	
Multilateral Investment Guarantee Agency	European Investment Bank
International Finance Corporation	Africa Development Bank
Africa Project Development Facility	World Bank
British Investment in South Africa	Commonwealth Africa Investment Ltd
Danish/South African Business-To-Business Program	Hands-On Training Scheme
UK Department of International Development	Southern Africa Enterprise Development Fund
GTZ	Foreign Investors including Anglo Gold, Investec, etc
Donor agencies: <ul style="list-style-type: none"> • USAID • United Nations • EU • DANIDA • DFID 	

It is advisable to seek detailed information on their application criteria and financial limits, etc. A list of provincial and local sources aiming specifically at any activity or project of economic development is provided below:

- ✓ *Provincial Government*
- ✓ *Invest North West*
- ✓ *Provincial SMME Desk*
- ✓ *North West Development Cooperation*

Recommendations

Based on the formulation of the strategy with the numerous potential products and projects, the following is recommended to achieve optimal sustainable local economic development, employment creation, increase in living conditions and standards, and human resource development:

- ✓ Kick-start development through the implementation of the most crucial and/or smaller most important projects.
- ✓ Focus on the sectors with the highest development potential, followed by those with less potential
- ✓ Ensure balanced stimulation of growth and development within all sectors, do not focus solely on one sector
- ✓ Make sure that adequate funding sources and management options are in place before commencing with the implementation of specific projects
- ✓ Begin the implementation of the strategy through implementing projects with the highest potential for stimulating economic growth and development
- ✓ Pay special attention to the projects stimulating economic growth and ensure there are no adverse affects on the environment or human living conditions in the area
- ✓ Set reasonable time frames for implementation and ensure effective and continuous monitoring of project progress and effects

Preliminary Actions

MADIBENG ECONOMIC STRATEGY PRELIMINARY ACTIONS	
ACTION	RESPONSIBLE PARTY(IES)
Establish a sustainable economic development, implementation and monitoring body within the local municipality (Economic Generator Body)	Departments of Economic Development, Tourism and Job creation within Madibeng in association with the Chamber of Business, Industrialists Association, Chamber of Mines, and all other representative bodies of the various economic sectors
Identify projects to be implemented	Departments within Madibeng together with the EGB
Prioritise projects	Departments within Madibeng together with the EGB
Obtain funding for the implementation of the projects	Economic Generator Body (EGB)
Launch public participation workshops to ensure maximum participation in and awareness of strategy and its benefits	Departments within Madibeng together with the EGB
Recruit needed experts to help with imple-mentation, i.e. Consultants	Departments within Madibeng together with the EGB
Prepare work programmes	Departments within Madibeng together with the EGB

Disaster Management Plan

Introduction

A Consortium between WATEES PTY (Ltd) and Henk van Elst Disaster Management Consultant was established to assist Madibeng Municipality in the compilation of a Disaster Management Plan. Because of financial constraints and time limitation, it was decided only to start with the first phase with the following objectives;

- Execution of a hazard assessment to identify possible disaster hazards for Madibeng Local Municipality.
- Execution of a qualitative vulnerability assessment to identify possible disasters for Madibeng Local Municipality.
- Execution of risk assessment for most likely disasters.
- Identify communities at risk.
- Identify all potential role players, their roles and responsibilities that may have to be called upon should any of the potential disasters occur.
- Develop a disaster contingency plan for Madibeng Local Municipality.
- Develop a disaster management plan and policy framework for Madibeng Local Municipality.

The main aim of the Executive Summary is to summarise the main findings of the Consortium. For any further details on specific topics discussed in the Executive Summary, please refer to the main report. A comprehensive index for a Disaster Management Plan was also compiled by the Consortium. This index only serves as a guideline and can still be developed further.

The Consortium reported on the following aspects and a brief summary of each aspect will be discussed next.

Aspects of the White Paper (policy document) on disaster management that impact on the implementation of the function.

The White Paper is the policy document of the Government on Disaster Management, which aims to:

- "Provide an enabling environment for disaster management.
- Promote pro-active disaster management through risk reduction programmes.
- Improve South Africa's ability to manage emergencies or disasters and their consequences in a co-ordinate, efficient and effective manner.
- Promote integrated and co-ordinated disaster management through partnerships between different stakeholders and through co-operative relations between all spheres of government
- **Ensure that adequate financial arrangements are in place.**
- Promote disaster management training and community awareness".

The seven key policy proposals to achieve the above mentioned aims are:

- The urgent integration of risk reduction strategies into development initiatives.
- The development of a strategy to reduce the vulnerability of South Africans – especially poor and disadvantaged communities – to disasters.
- The establishment of a National Disaster Management Centre.
- The introduction of a new proposed disaster management funding structure.
- The introduction and implementation of a new Disaster Management Act which:
 - Brings about a uniformed approach to disaster management
 - Seeks to eliminate the confusion created by current legislation regarding declarations of disasters
 - Addresses legislative shortcomings by implementing key policy objectives outlined in this White Paper
- The establishment of a framework to enable communities to be informed, alert and self-reliant and capable of supporting and co-operating with government in disaster prevention and mitigation.
- The establishment of a framework for co-ordinating and strengthening the current fragmented training and community awareness initiatives.

The White Paper emphasises that it is important to reduce the probability and severity of disasters occurring through **developmental action and planning**. The new Disaster Management Legislation also emphasise the following activities to be executed by the Disaster Management Centre:

- Preparing of strategies, policies and plans
- Assessing vulnerability
- Co-ordination and support during disaster and emergency situations
- Non-emergency situations
- Conducting of Audits
- Training and Community awareness
- Proposals on funding of disaster management

For budgeting purposes, a budget item called “disaster management” must be provided for to cater for amongst other things:

- “The staff and involvement of other resources to assess disaster risks.
- The development of risk reduction strategies.
- Ability to respond to disasters.”
- Incentives to promote prevention, mitigation or long term risk reduction measures proposed in the White Paper

Mission, Objectives and Policy Statement.

The proposed mission for the Disaster Management division of Madibeng Municipality is:

“To reduce the risk of hazards affecting, Madibeng, its people and economic infrastructure, through effective all inclusive disaster management planning.”

Policy Framework

The following Disaster Management Policy is proposed for Madibeng Municipality and will have to be adhered to:

- That all Municipal services participation in Disaster Management issues on the following basis:
 - Identify their primary roles in terms of the various phases of the Disaster Management Continuum. The continuum comprises the following phases :
 - ❖ Response / Relief
 - ❖ Recovery
 - ❖ Development
 - ❖ Mitigation
 - ❖ Prevention
 - ❖ Preparedness and awareness
 - Identify their secondary roles (where they could support other services, with the latter's primary role(s), should this be of critical importance).
 - Identify potential (outside) resources that they will require, to in particular, execute their function with regard to the response and recovery / restoration phases of the Disaster Management Continuum.
 - Compilation of basic plans, checklists, aide memoirs on their disaster management roles and functions.
 - Identify shortcomings and address same in conjunction with the Disaster Management Centre for Madibeng.
- That those departments / services involved in development projects will, in all instances, ensure that adequate risk and hazard assessments are undertaken for such projects.
- That all departments / services will notify the Disaster Management Centre whenever a development project is being planned.
- Results of studies undertaken by any service or department on vulnerability assessment, hazard and risk analysis shall be made available to the Madibeng Disaster Management Centre.
- The Disaster Management Centre will have the following tasks;
 - Will assist, when requested, to help facilitate or co-ordinate any of the projects or aspects mentioned in Paragraph (a) to (c) above, or any other identified projects, that impact on disaster management.
 - Shall report regularly on progress with all policy matters, to the Municipal Manager.
 - Shall on a continuous basis, evaluate all its programmes, and projects.
 - Will where necessary, propose changes to legislation through the Local Municipal Council, to the District Council.
 - Will maintain a centralised resource data bank on all line function services and on essential external resources.
 - Establish and maintain a facility and structure for a Disaster Management Centre, that will comply with relevant legislative requirements.
 - will plan for and implement, in accordance with community identified needs and with community participation, disaster management plans and programmes.

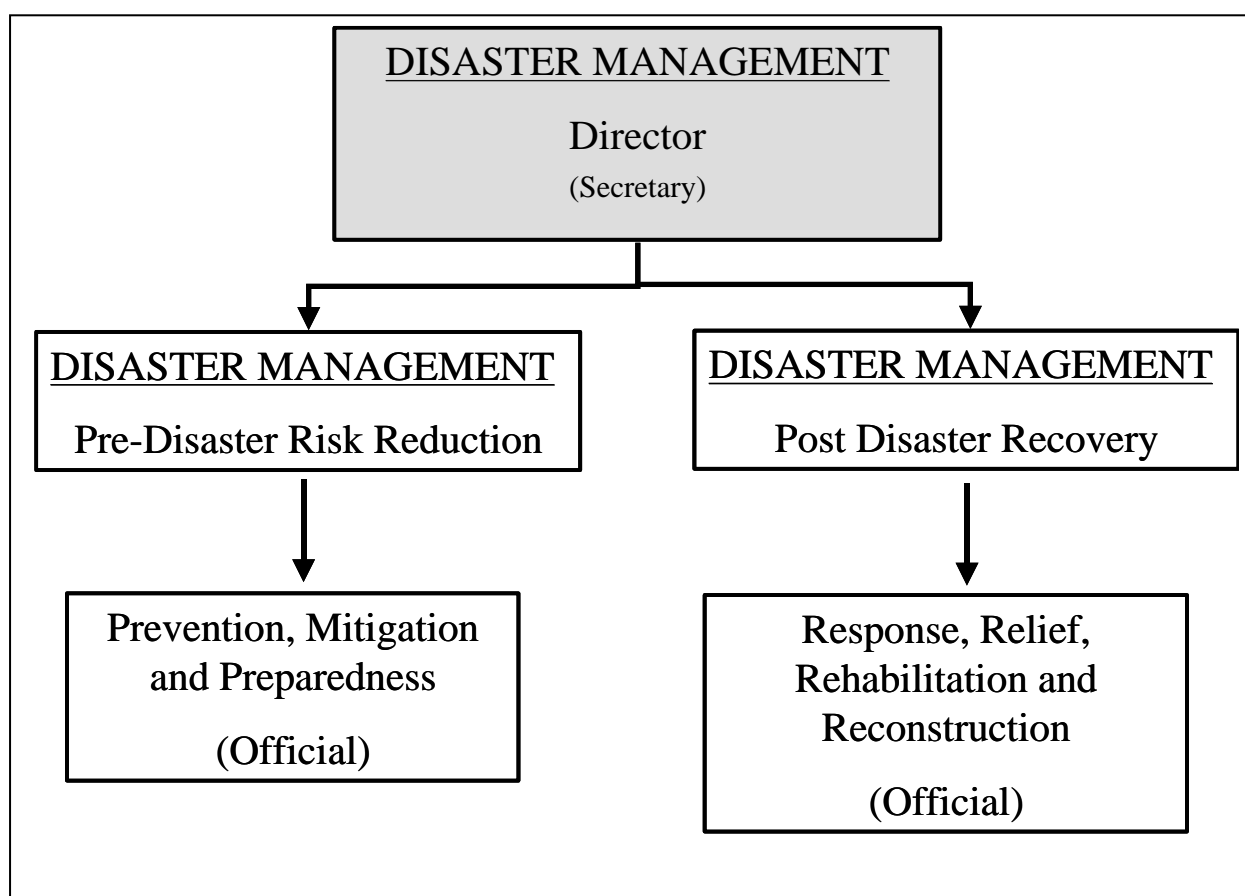
- will develop, maintain and co-ordinate identified training programmes, that will enhance and sustain the implementation of disaster management.
 - shall provide an advisory service to commerce and industry, educational institutions, homes for the aged, hospitals, medical facilities and the like on request, and facilitate the necessary input from other services where this is required.
 - shall facilitate theoretical and practical exercises with Municipal services, key local National / Provincial Departments and community structures.
 - shall maintain close liaison with NGO's and other agencies, that could and would play a disaster management role.
 - shall, through research, local liaison and networking, ensure that they remain abreast of trends and developments that could impact on disaster management planning.
 - will at agreed upon intervals, submit reports on its activities and returns, as required to the District Council and Provincial Authority.
 - will establish and maintain a viable volunteer structure, in conjunction with identified services / departments, as primary role players and in accordance with determined needs.
 - will maintain adequate records of plans and planning pertaining to special events held or to be held, to ensure compliance with the relevant section in the Act covering special events.
 - will establish a disaster management forum for the Madibeng Local Municipal Area, on which all identified role players will be entitled to serve and which will hold meetings at least twice per annum or more frequently if required.
- The Local Council of Madibeng may enter into agreements or contracts with any Local Authority or organisation with regard to mutual aid or assistance regarding disaster management.
 - The extent of humanitarian aid in circumstances that are not declared a local disaster will be decided on by the Municipal Manager.
 - The extent of humanitarian aid and action necessary for the restoration of essential services, in circumstances resulting in a local disaster being declared or a provincial or national disaster in terms of relevant legislation, will be decided upon by the Municipal Manager in terms of his delegated authority. The Municipal Manager at his earliest opportunity, shall report to the Mayoral Committee, within 24 hours of a declared disaster.
 - The Disaster Management Centre will annually scrutinise the Disaster Management Policy Framework Document for Madibeng, to ensure that it remains updated and relevant and submit a report to Council in this regard.
 - A separate budget item called "Disaster Management" will be created and maintained within the estimates for Madibeng Local Municipality and be the responsibility of the Disaster Management Centre for its day to day management.

The Establishment and Role of the Disaster Management Centre for Madibeng

Apart from the role of the Disaster Management Centre of Madibeng Municipality the Consortium also identified;

- Office accommodation for the Centre,
- Minimum equipment needed for the Centre to function,
- Placing of the Centre
- Staffing of the Centre

The following diagram is a proposed Disaster Management Structure for Madibeng Municipality.



Next, was to identify the role of the Centre in Madibeng Municipality and can be summarised as;

- To maintained essential records and data.
- To monitor, measure performance and evaluating disaster management plans and all prevention, mitigation and response initiatives.
- When a disaster has occurred or is threatening to occur in municipal areas to immediately;
 - Initiate efforts to assess the magnitude and severity of the disaster.
 - Inform the National Centre and the relevant Provincial Disaster Management Centre of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster.
 - Alert disaster management role-players in the municipal area that may be of assistance in the circumstances; and
 - initiate the implementation of any contingency plans and emergency procedures that may be applicable in the circumstances.
 - Annual Reports
 - The disaster management centre of a municipality must submit a report annually to the municipality council on:
 - Its activities during the year.
 - The results of the centre's monitoring of prevention and mitigation initiatives.
 - Disasters that occurred during the year in the area of the municipality.
 - The classification, magnitude and severity of these disasters.
 - The effects they had.
 - Particular problems that were experienced.
 - The way in which these problems were addressed and any recommendations the centre wishes to make in this regard.

- Progress with the preparation and regular updating (in terms of section 52 and 53 of the Act) of disaster management plans and strategies by municipal organs of state involved in disaster management in the municipal area; and
- an evaluation of the implementation of such plans.

Essential Information on Development Projects

Each development project envisaged must be referred to the Disaster Management Centre. The following aspects pertaining to such a project must be answered to the satisfaction of the Disaster Management Centre:

- Results of the impact study.
- Could this project cause existing hazards (upstream / downstream) to increase (e.g. increased water flow into an existing stream, thus potentially increasing the possibility of flooding)?
- Is the proposed project outside of existing safety limits (e.g. 50 year flood line / safety zone of an existing producer of potential dangerous substances)?

Essential Information on Mitigation, Prevention and Awareness and Preparedness Projects

For each identified hazard and the subsequent vulnerability assessment findings, projects must be identified that if implemented would prevent the disaster from occurring.

- For each project, the following basic information should be obtained and kept, which will assist for future reports as well as possible future usage of the same project in other areas of Madibeng :
 - What the project entails.
 - For whom it is intended.
 - Duration.
 - Does it include possible handouts, if so a copy.

Hazard, Vulnerability and Risk Assessments

The following potential hazards were identified, which may and/or could cause a potential threat to communities in Madibeng¹

- **Natural and Human made Hazards**
 - Floods
 - Hail
 - Fire
 - Deforestation
 - Desertification
 - Drought
 - Tornados and Cyclones
- **Chemical Hazards caused by mines;**
 - Hemic Ferrochrome
 - Krokodilrivier
 - African Chrome
 - Eastern Platinum
 - Vametco minerals
 - Rhombus Vanadium
- **Chemical Hazards caused by Industries;**
 - Sonop Riool
 - Novartes Chemicals
 - Brits Leathers
 - Ortos Chemicals
 - Color & Resins

¹ In the case of crime and illegal immigrants it is only listed to identify high hazardous and problem areas which may cause a threat to community, rather to list is as a day to day event.

- **Biological Hazards**
 - Intrusive Plants: Sekelbos, Lontana, Swarthaak, Water Hiasinth, Nagblom, Bugweed, Poplar, Bloekom, Sering
 - Dangerous Plants: Gifblaar, Amoronthus, Sering, Kasterolie, Gansies/Kapokbos
- **Diseases (that could lead to disasters if left unattended)**
 - Animal diseases: foot and mouth disease (feeding lot)
 - Human diseases: e.g. HIV/AIDS, T.B.
- **Other (potential hazards that could reach disaster proportions)**
 - Road accidents
 - Aircraft accidents
 - Train accidents
 - Crime (only those of high risk which could reach disaster proportions)
 - Water quality and availability in Madibeng
 - Public Unrest
 - Insufficient sewerage systems (35 sewer pump stations, which are problematic during floods).
 - Poverty
 - Illegal Immigrants (see detailed discussions)

For discussion purposes, the communities at risk will also be identified for each potential hazardous event in Madibeng Municipality. The following most important findings can be summarised as follows

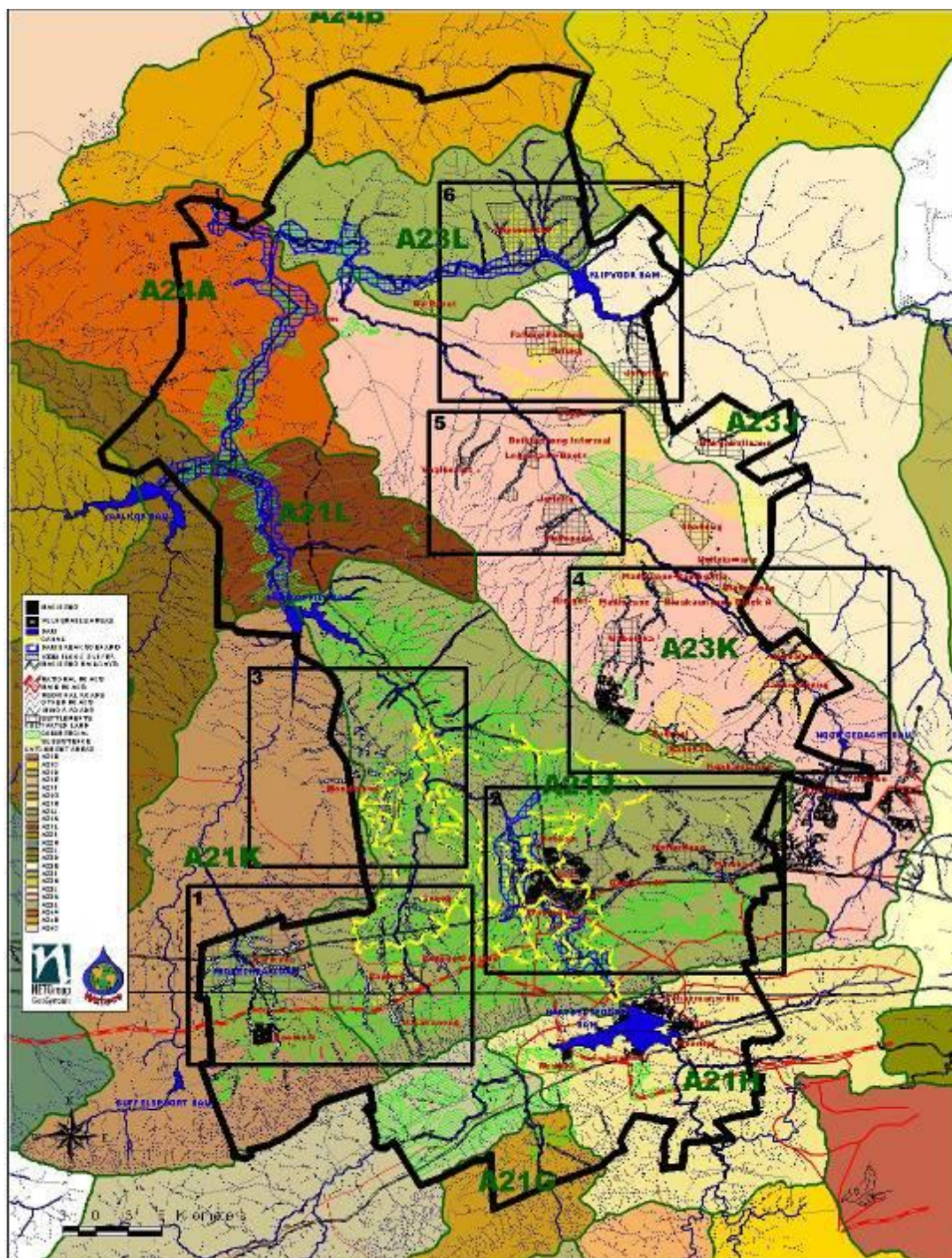
- **Tornados**

The Consortium acknowledges the fact that Tornados do occur in Madibeng Municipality and that the Disaster Management Manager has to plan for such an event. It is therefore recommended that appropriate SOPs, contingency plans and aid memoirs be developed and formulated by the Disaster Management Centre of Madibeng.

- **Floods**

A significant amount of major and minor river courses flows through the Madibeng Municipality area, which affects several communities and infrastructure. Three dams have been classified as high risk dams (according to the Department of Water Affairs and Forestry), namely the Hartbeespoort-, Klipvoor and Rooikoppies Dam.

- Marikana and Mooinooi
 - Sonop
 - Bapong and Majakaneng
 - Brits, Primindia and Oukasie (These three communities are threaten by the Krokodil River with the Hartbeespoort Dam upstream. They are the first priority to plan for, mainly because it would be effected by the Hartbeespoort Dam, dam break scenario.
 - Damonsville, Mothutlung and Mmakau
 - Wonderkop Mine
 - Erasmus and Hebron
- These two villages are effected by the Nootgedacht Dam (outside the boundary of Madibeng)
- Kgabalatsane, Jakkalsdans and Makanyaneng
 - Oskraal and Rabokaje
 - Maboloka
 - Madinyane-Ramogatla Dipompong, Moiletswane Jericho and Mabopne
 - Fafung-Phefong, Jonathan and Klipvoorstad and Makgabatloane



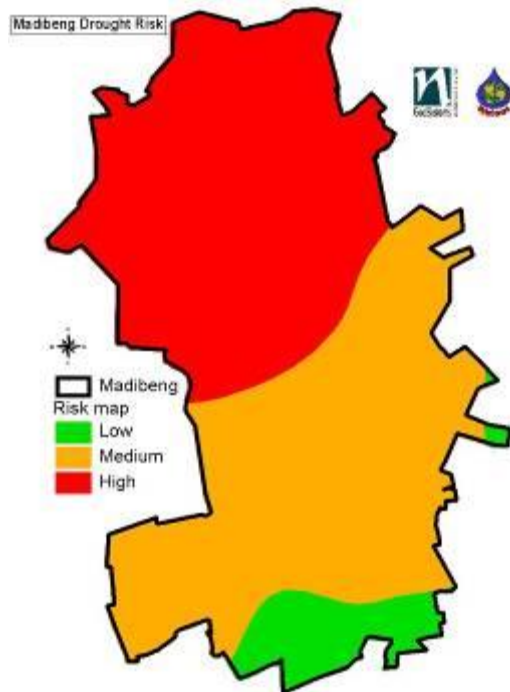
Map 1: Flood vulnerability and risk map for Madibeng

- Drought

Agriculture is one of the most important primary sources of income as well as the main source of subsistence for many households. Due to the unpredictability and variability of climate, many potential negative effects can influence production

It is of utmost importance to update information such as rainfall, temperature, land use, infrastructure (availability of roads, processing units, markets, etc), number of livestock, etc. The current situation is an

important input into future outlooks, forecasts and projections to ensure more accurate assessments of future scenarios. For example, accurate crop estimates is only possible if the soil water status is known. The dominant effect of rainfall shows that areas with below average rainfall which although have above average soil depth are most susceptible to drought incidence. These areas comprising mainly the northern part of the district fall under the high-risk area. On the other hand, the southern part with above average rainfall but with low soil depth is classified as low drought risk area (see Map 2).



Map 2: Drought risk map for Madibeng District based on rainfall and soil depth

The figure shows that nearly 40 per cent of the district has a high risk for drought on the basis of the soil depth and the rainfall. Another 40 percent falls under medium risk while less than 20 per cent is classified as having low risk for drought.

From Map 2 it is clear that communities from the centre of Madibeng towards the north are more vulnerable to drought, when compare communities from the centre to the south in Madibeng Municipality.

The following possible projects can be recommended to improve drought management in Madibeng

- **Rainfall measuring network**

Identify farmers or other co-workers to measure rainfall regularly and to gather it at a central point that could form part of the national network.

- **Other climate data**

The addition of at least two automatic weather stations in the area could benefit irrigation scheduling to optimise water use but also to serve for crop estimates.

- **Risk analysis**

Risk can only be determined per farming entity. A project to identify suitable crops for the area in terms of production as well as marketing risk is very important.

- **Regular support information**

Regular updates of information like crop estimates, best planting dates, rainfall outlooks, frost dates, flood warnings, drought warnings, etc.

- **Land use and infrastructure**

It is important to identify geographically land use patterns for decision making and planning. Processing units like mills, abattoirs as well as other infrastructure resources is important in planning.

- **Soil identification**

A better and more detailed soil survey is necessary to identify suitable areas for production. Soil depth and clay content are the important characteristics.

- **Irrigation scheduling**

A project to educate and introduce irrigation scheduling in order to optimize water use and production.

- **Input costs**

Important to get an idea of input costs per farming enterprise.

- **Effect of climate change**

It is important to identify if climate change already is taking place and the effect on production and risk.

- Veld Fires

The following procedures were followed to generate a veld fire hazard map for Madibeng Municipality.

Categories of different land cover (fuel loads) and the topography in Madibeng.

Land Cover (Fuel)	Category	Slope	Risk
Built up- industrial Built up-residential Mines and quarries Built up commercial	1	Steep Medium Flat	M M L
Grass Natural Grassland <i>Subsistence farming</i>	2	Steep Medium Flat	H H M
Bare rock and eroded land Degraded land	3	Steep Medium Flat	M L L
Plantations Indigenous forest Thicket Bush land Woodland	4	Steep Medium Flat	H M L

Four different categories were identified, after which the slope (steep, medium and flat) determine if the area is classified as a low, medium and high risk. Map 3 is an example of a fire hazard map for Madibeng Municipality for the driest months in a year.

When communities are overlaid with these fire hazardous events, communities at risk can be identified, namely;

<ul style="list-style-type: none"> • Oukasie • Mothotlung • Brits • Sonop • Mmakau • Schoemansville • Bapong 	<ul style="list-style-type: none"> • Majakaneng • Meerhof • Klipvoorstad • Jericho • Jakkalsdans • Ga-Rasai • Shakung 	<ul style="list-style-type: none"> • Makanyaneng • Fafung • Moiletswane • Oskraal • Jonathan • Marikana • Rietgat 	<ul style="list-style-type: none"> • Mothotlung • Makgabatoane • Maboloka • Mmakau • Schoemansville • Oukasie • Mooinooi • Sonop
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Industrial Fires

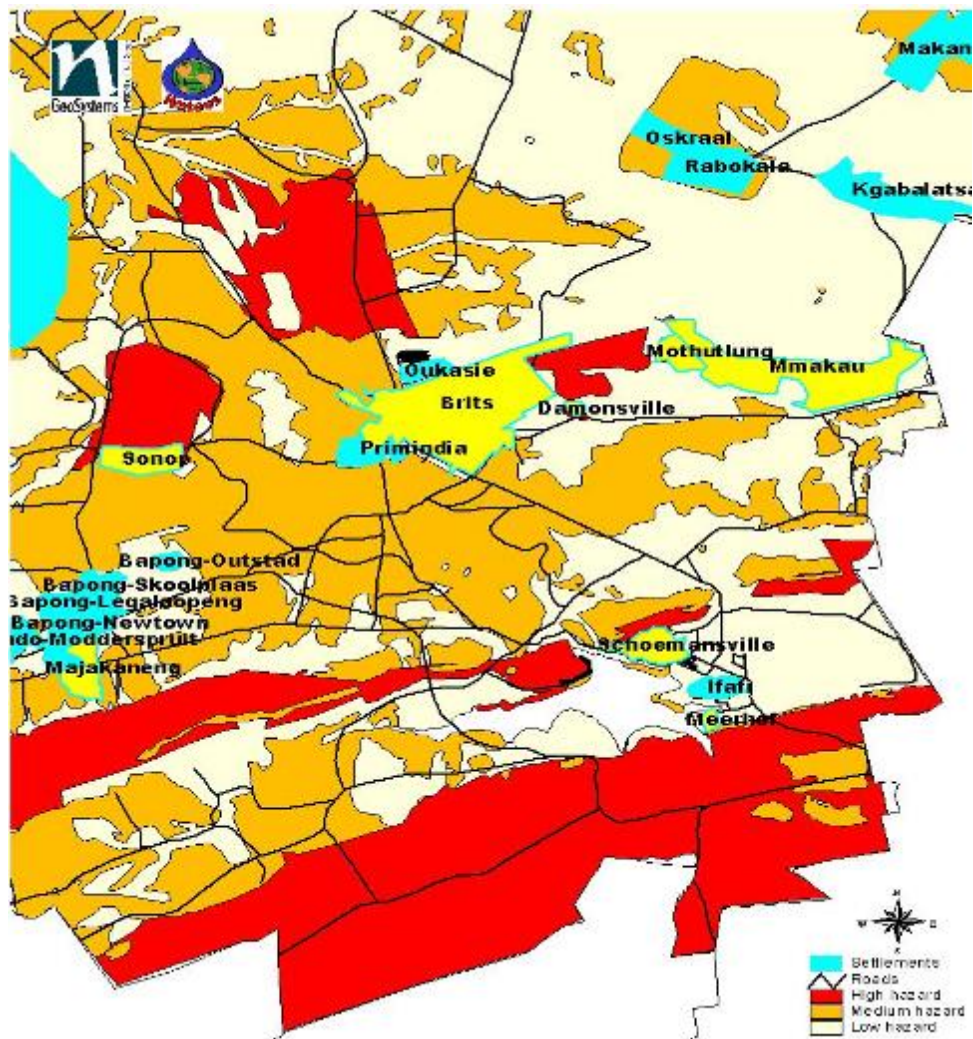
- The following industries were identified that could, because of either the type of operation or production process, cause a potential threat to society;
 - Syngeta
 - A.T.C.
 - Auto Cast
 - Color X.
 - Natural Extraction.
 - Lumex

When overlaying above-mentioned industries with other land-uses, the following vulnerable areas are identified (see map for detail location in report);

Filling stations in Madibeng are within hundreds of meters from an old age home, which may be problematic when an explosion occurs at these filling stations.

- Some filling stations are in close proximity to one another and also nearby some medical facilities. These include clinics and/or hospitals, hence leaving disable people vulnerable during a hazardous event.
- The same argument can be made in the case of Syngeta, where A.T.C. and Colour X are within Syngeta's 500 meter fire buffer. It means that these high hazard sites are vulnerable to each other, as a disaster at one site could spread to other potential hazardous sites. The Rabboni School is also situated within the 500m fire buffer of Syngeta.

The NECSA facility in the South of Madibeng is also a highly hazardous location. A 5km buffer (according to CSIR standards) was drawn around NECSA to indicate the possible extent of an explosion and/or other hazardous event at the site.

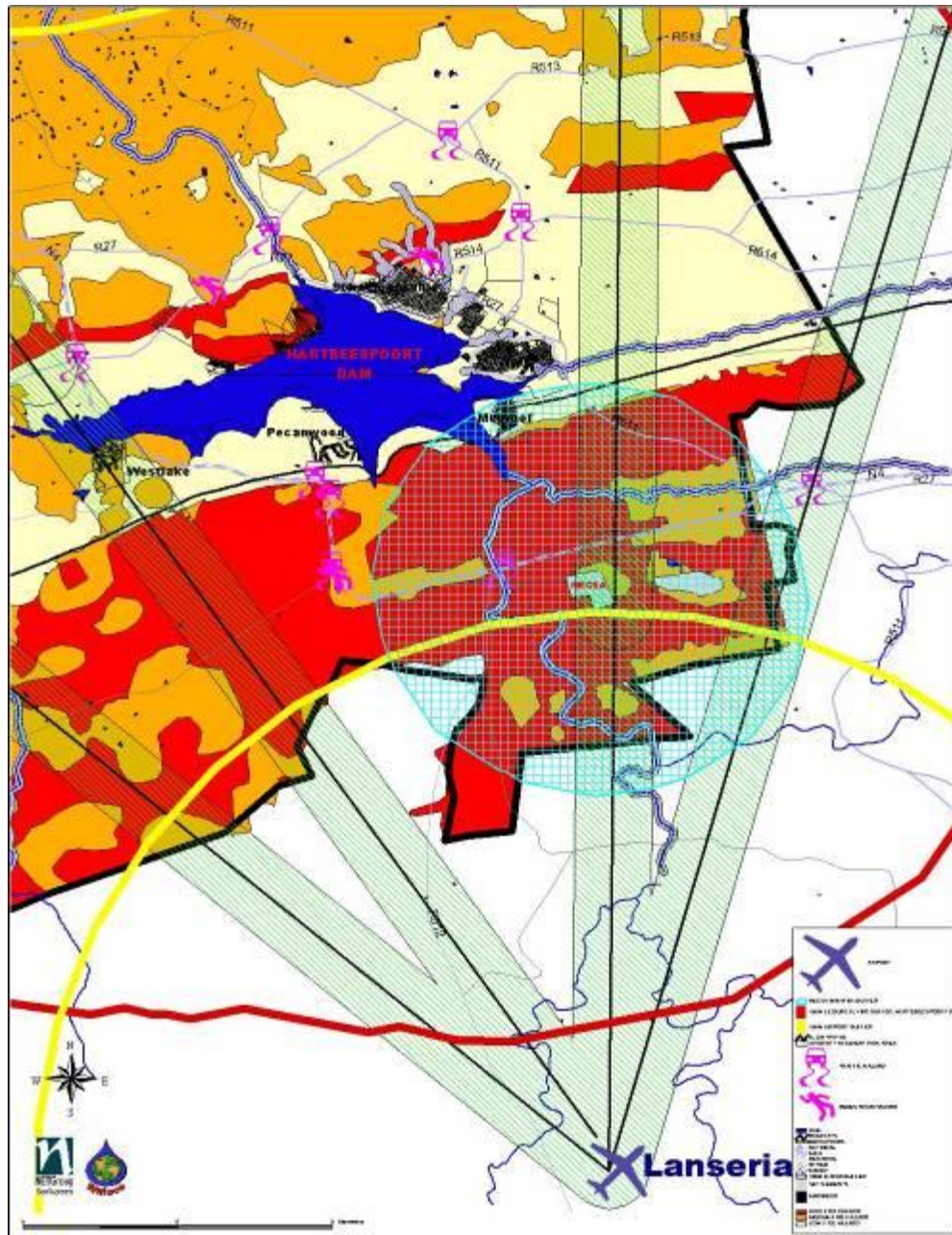


Map 3: The dry months fire hazard and vulnerability map for Madibeng

. Environmental degradation

When an environmental scan is conducted, it results more than just an investigation on the environment itself. It was therefore decided to use the scientific framework to discuss environmental issues, which consist out of;

- The existing environment
- Mining
- Farming
- Industries
- Water
- Socio-economics environment
- Transportation
- Population
- Health



Map 4: NECSA hazard and vulnerability map for Madibeng, 2002

The following summary can be made;

- **Mining**

The Consortium acknowledged the fact that mining activities in Madibeng Municipality contribute significantly to the local economy and job creation. When sustainable development is the main objective, ways have to be found to balance the resources and still stimulates economic growth

The following industries are identified as high to medium risk industries, which may contribute to the degradation of the environment (see detailed discussion in report);

- Buffelsfontein Chrome
- Eastern Platinum
- Elandskraal Chrome
- Hernic Mines
- Krokodilrivier Mines
- Pandora
- PPC
- Rhombus
- Vametco
- Western Platinum

- **Farming**

Mining activities definitely influence the agricultural sector, but on the other hand agriculture may also have a negative influence on the environment if chemical weed control is not controlled. Furthermore, agriculture may also contribute to environmental degradation if livestock farming is not managed effectively

The possibility of introducing new developed water harvesting/conservation technology by the ARC and UFS in rural areas must also be investigated.

- **Water**

In summary, the Consortium concluded that the water situation in Madibeng is reason for concern. Not only is the total water supply insufficient but also the current water available to the community is in most places already contaminated, hence making it not suitable for human consumption. Most rivers in Madibeng serve as receptacle for solid waste from urban activities. Timely intervention to save this important resource and prevent the environmental from irreversible damage is crucial and needs timely intervention (see maps in report for more detail discussion).

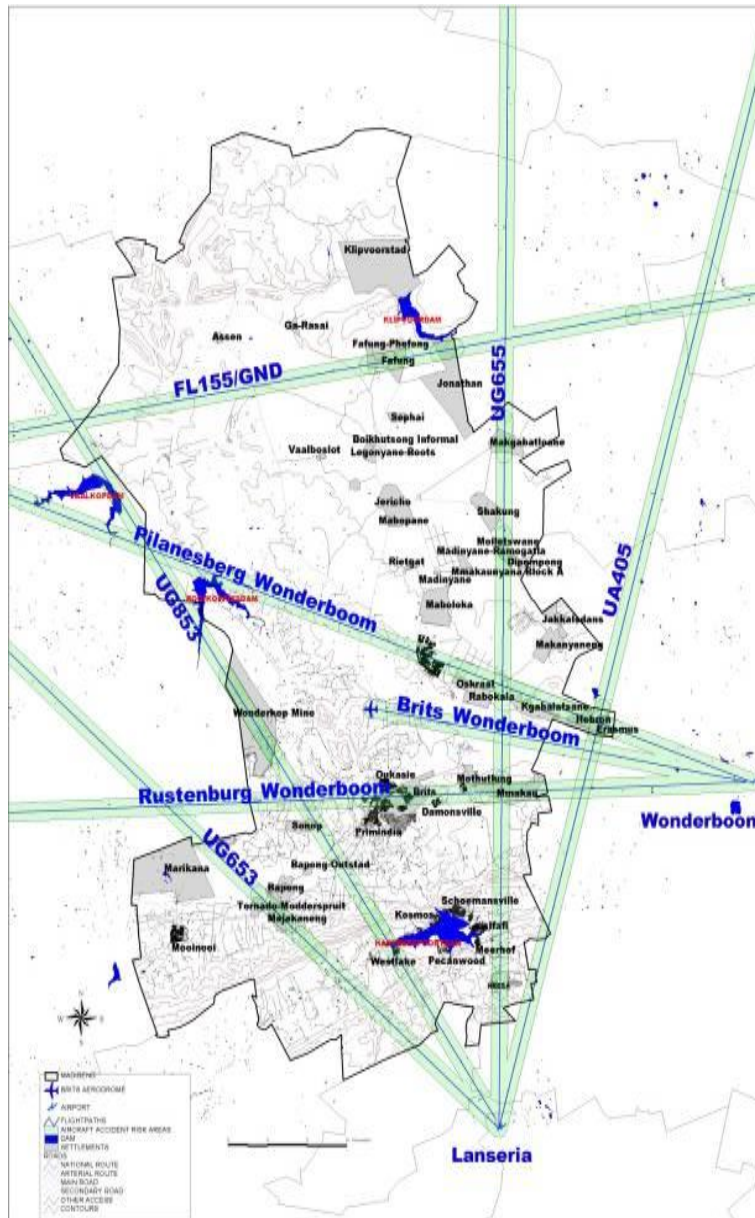
It is recommended that the Water Services Master Plan urgently address the water shortage and water contamination problem in Madibeng. The Consultancy responsible for the Water Services Master Plan also needs to take cognisance of the integration of water demand and supply management principles and not only look at demand management principles. The latter will still lead to serious water shortage problems. The Consortium also emphasises public participation programmes when investigating solutions for rural and informal settlements.

- **Transportation**

The aviation industry also has some significant impact in the area. The Madibeng area serves as the route that most airplanes take as they enter and leave Johannesburg. The noise and fumes from the planes are major externalities on the inhabitants of the area. Depending on the concentration i.e. parts per unit area, the fumes might over a long-term, precipitate some respiratory problems.

In this regard the Consortium compiled an aeronautical hazard and vulnerability map for Madibeng Municipality (Map 5).

Map 5: Aeronautical hazard and vulnerability map of Madibeng



According to Map 5, the following communities can be identified to be at risk;

- Bapong and Majakaneng
- Mmakau
- Wonderkop
- Hebron and Erasmus
- Moileswane and Depompong
- Makgabotloane
- Jonathan
- Fafung

Apart from these communities; one fly path is directed over NECSA. An airplane accident at NECSA can result in a seriously disaster and it is recommended that the Disaster Management Centre consults with the Air Traffic Control Authorities of SAA in this regard (see detailed discussion in the report).

It is also recommended that the Disaster Management Centre developed and compile appropriate SOPs, contingency plans and aid memoirs to response to a possible air accident

Danger of respiratory problem is posed by the road transport industry. In the case of road transport, the road network in the district provides the routes for which trucks and tankers transporting chemicals take to their different destinations. These fumes are potential health hazards for the inhabitants of the area.

- **Population**

Human social and economic activities have tended to increase the incidence and spread of communicable disease such as tuberculosis and more especially the sexually transmitted ones such as HIV/AIDS. An appropriate sanitation and waste management system is currently lacking in most Wards in Madibeng, which lead to problems discussed above. The potential high risks posed by practises of illegal immigrants could contribute further to this problem, and needs serious attention.

- **Health**

The health infrastructure needs to be documented in relation to their number, distribution and sufficiency in catering for the health care delivery of the people.. The wealth status of the people has some correlation to the environment as some diseases are more prevalent in poverty stricken areas than in the wealthy areas or more rampant in rural than in urban areas and vice versa. Water borne diseases such as diarrhea, dysentery, filariasis, typhoid etc are usually linked to poverty and environmental degradation.

Hazard assessment involves the identification and description of the hazard and the properties of the hazard itself. The following health related hazards are important for Madibeng:

- **Air Pollution emanating from:**

- Platinum mines
- Chrome mines
- Industrial processes

- **Sexually Transmitted Infections including:**

- Sexually transmitted diseases
 - Most of the clinics in the Madibeng municipality report that a large proportion of those visiting health facilities are seeking treatment for sexually transmitted diseases.
 - The prevalence of HIV/ AIDS is not clearly known as many sufferers visit health facilities for the treated of various HIV/ AIDS related illness.

- **Trauma related events**

- Motor vehicle accidents
 - Road accidents can lead to loss of life and injuries

- **Industrial accidents**

- The health care system needs to be equipped to deal with industrial accidents of various kinds. In some cases such accidents may be caused the machinery and equipment in use in the local industries, and at times they may involve hazardous chemicals.

- **Poor Sanitary conditions**

- Lack of sewerage system
 - Some communities within the Madibeng municipal area are under serviced with sanitary facilities such as a properly functioning sewerage system and toilets. Such conditions may lead to the spread of diseases and the attendant demand on the health care system.

- **Lack of clean drinking water/ contaminated water sources**

- A number of communities in the municipality do not have access to clean drinking water and as a result households in these communities rely on open and unsafe sources of water for domestic use.
- Lack of waste disposal and handling services

- **Weather related events**

During the occurrence of natural disaster, such as flood and droughts, amongst others, aspects like a lack of clean water or the contamination of water supplies that may result can lead to emergence and spread of diseases such as diarrhea. During a very dry period, poor rains can adversely affect the ability of households to produce enough food for themselves and their ability to earn an income. Not only does a drought directly under-nutrition and associated problems, it also exposes the weakened population to opportunistic infections.

It is recommended that the Disaster Management Centre compile appropriate SOPs, contingency plans and aid memoirs with line functionaries to effectively response to such events.

The following activities are identified by the Consortium to improve the Health Department in Madibeng; which can ultimately help with planning for Disaster Management in the future;

- Information management. A project in which the different departments that deal with health issues can be helped to develop health quantities of interest so that they can be collected by the system e.g. hospitals and clinics. It's not a suggestion for a new information gathering mechanism, but that the current mechanisms can be helped to collect quantities that are informative and are of interest.
- Population distribution and the distribution of health facilities suggest that many wards are not serviced, or residents have to travel far to access a service.
- Improvements in the way disease information is handled, for example, in the case of HIV/AIDS to allow for better planning to combat the scourge of the disease

Primary and Secondary Roles of Identified Service Providers/Ngo's.

The following departments primary and secondary roles were identified (see details in report);

- Health
- Emergency Services
- Economic Development
- Tourism
- Sanitation: Solid Waste Management
- Sanitation: Waste Water Management
- Disaster Management
- Housing, Planning and Infrastructure Services
- Rural Development, Land, Agriculture and Environment
- Water and Electricity
- Parks and Sports Maintenance
- Development of Arts, Culture, Sports and Recreation and organising of events
- Community Safety, Transport and Traffic
- Finance and Tender

Key Contact Lists

A key contact list format is also submitted for;

- Identified role players within the Madibeng area.
- Role players outside of the Madibeng area.

For more details see the final report.

Copies of Checklists for general aspects that may have to be implemented due to the consequences of an event.

In this section the suitable location and establishment of the following centres were identified;

- Emergency housing centre.
- An emergency feeding centre.
- A forward command post.
- A casualty clearing station.
- Request for disaster relief aid.
- Disaster damage assessment and impact.
- A holding area for relief teams, equipment and vehicles.
- Trauma/ stress handling of relief workers.
- Trauma/stress handling of those affected by the disaster.
- Assembly point for evacuees.

Checklists and key information for specific occurring disasters or Emergencies.

It is further necessary to compile checklists and key information in the event of the following disasters and/or emergencies;

- Flood.
- Tornado.

- Major rural fire.
- Major urban fire.
- Release of poisonous gasses.
- Aircraft disaster.
- Rail disaster.
- Dam failure.
- Drought.
- Epidemics. (one for each; e.g. cholera, typhoid, HIV/Aids)
- Major disruption in power supply.
- Major disruption in water supply.
- Major disruption in solid waste removal.
- Major disruption in waste water services.

Several of the above have been completed, as examples and the disaster management centre should in conjunction with the relevant role players, complete the exercise, to ensure that standard operating procedures in a user friendly format, will be available, at all times.

Resource information

In this section, the key components and other requirements for record purposes was compiled for Madibeng Municipality. Resource supplies should be logically grouped in accordance with Madibeng's most suitable format. Each line function department must compile its own resource information, after having determined all possible (additional) requirements on the re-active and pro-active side of disaster management implementation, as it pertains to their identified functions. An index of categories and sub-categories of resources available is also compiled for Madibeng and can be used as a guideline.

Updated Summary of Volunteer Contingent

Lastly, a Performa to summarise a volunteer contingent has also been compiled and can be used as a guideline.

Conclusion

The information gathered and documentation submitted, has placed Madibeng in the forefront with the compilation and implementation of disaster management plans as required by the new Disaster Management Legislations. Information gathered from some other municipal entities is that they are envious of the proactive and dynamic outlook displayed by Madibeng. The completed contract, will undoubtedly allow the Disaster Management Centre, to meaningfully accept and implement the challenges that lay ahead. The reader will have concluded from the index for the all inclusive disaster management plan, that it will ultimately include key background information, to speed up the process of daily activities and ensure that all impacting legislation and projects are centrally available, for anyone to refer to.

Recommendations

The proposed and comprehensive index for a disaster management plan (Appendix A) consist of various aspects that the Disaster Management Centre still has to address in order to fully implement a comprehensive disaster management plan for Madibeng according to the new Disaster Management Legislations.

The Consortium already committed themselves to Madibeng Municipality to assist the Disaster Management Centre in further developing and implementing of the total proposed disaster management plan. In this light, the following additional activities are proposed for Phase II and if necessary a Phase III (depending on the needs of Madibeng Municipality):

- Negotiating and finalizing of mutual aid agreements.

It would be more costly and result in avoidable duplication, if all the different authorities, decided to "go it alone" either as a result of a disaster, or on proactive measures being implemented. It cannot be realistically expected that every municipal entity must have the manpower, equipment and expertise to address all possible issues pertaining to disaster management. Sharing and using others expertise and the like, depending on circumstances, would in most if not all cases result in greater efficiency and a more cost effective operation, with less possible frustration and other negative issues.

It is therefore recommended that formal mutual aid agreements be developed, compiled and concluded between the different role players and institutions.

- Public awareness and preparedness programmes.

Notwithstanding the fact that the Ward Councillors have contribute in the development and compiling of the Disaster Management Plan of Madibeng, it is also recommended that formal public awareness and

preparedness programmes be developed and implemented. For such an event, special skills will also be necessary. A WATEES Consortium member, Dr Godfrey Kundhlande specialised in the execution of Participatory Rural Appraisal (PRAs), which is essential in participatory matters for public awareness and preparedness programmes.

In order to minimise duplication, it is recommended that the WATEES Consortium take the initiative in the co-ordination of proposed public awareness and preparedness programmes in the Madibeng Municipal area, which could include the developing of user-friendly handouts for communities to make them aware of all identified hazards. If sufficient funds are allocated for this event, specific handouts can also be designed to prepare and train communities in prevention and mitigation strategies, e.g. hygiene to prevent the spreading of communicable disease such as tuberculosis and sexually transmitted diseases such as HIV/AIDS and also sanitation related disease, such as cholera or typhoid epidemic because of the pollution of the surface water.

Communities have to be informed and be made aware of potential hazards and disaster, which can effect them. Appropriate public and awareness programmes are therefore a necessity and is also required by the new Disaster Management Legislation.

- **Possible solutions as a result of the existing vulnerability and risk assessments.**
The Disaster Management Centre of Madibeng Municipality has to be prepared if any hazard and/or disaster occurs in future. To empower the Centre to react to the identified hazards, it is necessary that appropriate SOPs, contingency plans and aid memoirs been developed and implemented for all possible scenarios. According to the new Disaster Management Legislation, the Disaster Management Centre has to develop en implement prevention and mitigation strategies.
- **Disaster Management Decision Support Tool**
It is recommended that an appropriate, user-friendly and cost-effective DMDST for Madibeng Disaster Management Centre be developed. It is highly recommended that an Integrated Munic system for Disaster Management be compiled. The Integrated Munic system entails a user-friendly decision support tool for municipalities, which enables users in different departments to do their daily activities by using Internet facilities. Such a decision support tool caters for a centralised GIS-database and can be implemented cost effectively.
- **Early warning systems.**
Details on what should be considered and why, for each identified community at risk, could be investigated and submitted for implementation.
- **Media liaison plan.**
The complete media liaison plan can be compiled including having this networked with those involved before acceptance.

The consortium would like to be of further assistance, with what can be seen as a critical to ensure a dynamic implementation program, that will help to address the causal factors of disasters and to ensure that disaster management will be able to play a major role in ensuring that sustainable development can and will succeed. The expertise of the consortium could also help to create a role model status for Madibeng for all other municipalities, in implementing the disaster management challenges. This particularly applies, as the function **will** become a compulsory task of local government.

Madibeng HIV/AIDS Policy/Strategy

Introduction

Madibeng Local Municipality continues to be engaged in the process of growth and development while striving to ensure that all its inhabitants receives excellent services. The Municipality, like most other areas in the North West, South Africa, is not immune to the effects of HIV and AIDS on its inhabitants.

The Municipality, being concerned about the HIV and AIDS pandemic, found it necessary to engage on a policy and strategy development process for HIV and AIDS in order to ensure that the disease and its effects are properly planned for, and well managed.

This document seeks to provide a Municipality HIV and AIDS Management approach relevant to the Madibeng Local Municipality, to provide an integrated and coordinated approach with services relating to HIV and AIDS. The document also serves as a guideline to influence budgeting towards dealing with the pandemic.

Furthermore, the document sets out the strategic plan that will guide activities that seeks to mitigate the impact of HIV and AIDS and its effects on the people of Madibeng Local Municipality. It highlights the results of the HIV and AIDS investigation conducted within the municipality and lays a platform to deal with the challenges, and critical focal areas that requires special attention. It further indicates the activities that should be undertaken in a prioritized manner, that are key elements in the set programs for focal areas.

The strategy considers limitations and forms extensions to other legislative papers. The strategy was developed in consideration to the Madibeng Local Municipality IDP review 2006/07 with the emphasis on the findings of the preliminary investigation conducted by regarding the state of the pandemic within the municipality.

The Foundation of the Policy, Strategy on HIV and AIDS for the Municipality

The Municipality Vision

“To develop and upgrade the services to a standard of excellence through a combined “united” effort by all stakeholders and thereby the municipality becomes a leader in its own right”.

The Madibeng Local Municipality Vision forms the basis for the development and implementation of the HIV and AIDS Strategy for the Municipality.

Outcome: The expected outcome of the HIV and AIDS Management strategy is the implementation of a comprehensive, efficient, effective, quality HIV and AIDS management programme.

Values and Principles for the HIV and AIDS Management Strategy

Values

The values and ethos for HIV and AIDS Management Strategy are derived from the Batho Pele principles as set out in the White Paper for the Transformation of the Public Service.

The following values and ethos have been identified for the Madibeng Local Municipality HIV and AIDS Management Strategy:

The people we serve come first in performing our duties

We will ensure equity and freedom from discrimination and harassment in the communities and in the services provided by our Municipality

We will work in partnership with the people we serve and with other stakeholders

We will use the resources entrusted to us, to deliver on the Municipalities' priorities in the most efficient, effective and innovative ways

We will be transparent and accountable for our decisions, actions and performance

We will share our knowledge and expertise with other stakeholders and the broader communities and learn from them

In performing our duties, we will uphold the Constitution of the Republic of South Africa, the laws governing the public service and the Code of Conduct for the Public Service

Principles

There are important elements that are regarded as key principles for a good developmental approach relevant to the South African context. These are:

Participation: People should be fully engaged in their own process of learning, growth and change, starting from where they are and moving at their own pace.

Self Reliance: People should be connected to each other in ways that make them more effective in their collective efforts and more self-reliant, including development of leadership, decision-making, planning etc.

Empowerment: Power relations should be shifted towards people achieving greater control and influence over decisions and resources that impact on the quality of their lives through increasingly inter-dependent relationships.

Universal Access: HIV and AIDS related services will be available to all vulnerable groups. No individual or group is denied access either because of lack of resources or lack of knowledge of how to access services.

Equity: Disbursement resources based on need, priorities and historical imbalances.

Transparency: Access to information, openness of administrative and management procedures.

Accountability: Compliance with all legislative, policy and financial regulations.

Accessibility: Accessibility in terms of physical, geographical conditions, time, language and need.

Efficiency and Effectiveness: Achievement of objectives in a most cost effective manner.

Partnership: A collective responsibility of municipality, civil society and other stakeholders.

These **principles underpin the delivery of HIV and AIDS related services in the Municipality and should be observed and complied with**

The Madibeng Local Municipality HIV and AIDS Policy

Preamble

The Municipality:

- Acknowledges the seriousness of the HIV and AIDS epidemic;
- Seeks to minimize the social, economic and developmental consequences to the Municipality and its people; and
- Commits itself to providing resources and leadership to implement an HIV, AIDS and STD programme.

Principles

The Municipality affirms that:

- People living with HIV and AIDS have the same rights and obligations as all people;
- People living with HIV and AIDS shall be protected against discrimination;
- People infected and affected by HIV and AIDS shall be cared for, and HIV positive people within the prescribes stipulation of Department of Health, shall have access to treatment;
- HIV status shall not constitute a reason to preclude any person from access to services ;
- Confidentiality regarding the HIV status of any individual shall be maintained at all times.

HIV and AIDS intervention programme Co-ordination and implementation

Municipality Shall:

- Communicate the policy and strategy to all people;
- Implement, monitor and evaluate the Municipality's HIV and AIDS Programme;
- Advise the community regarding programme implementation and progress;
- Liaise with local AIDS service organisations and other resources in the community; and
- Review the strategy every three years.

Management of infected people Programme components:

The HIV and AIDS programme of the **Municipality shall** provide all people access to:

- Information, education and communication activities, including media materials and peer education;
- Prevention methods (male, **female** condoms and PMTCT, etc.); Health services for the appropriate management of STDs;
- Treatment of opportunistic infections for infected people, along with testing and counseling services;
- Treatment for people living with HIV and AIDS below the stipulated viral load in collaboration with the Department of Health at accredited ARV centres
- Personal protective equipment for people who may potentially be exposed to blood or blood products; and
- Care and support for both infected and affected people, including orphans.
- Committed leadership involvement and support at 'grassroots' level

Planning

The Municipality shall conduct regular impact analyses in order to understand the evolving epidemic and how it will impact on the future of the Municipality, its structure, operations and functions.

Budget

The Municipality shall allocate an adequate budget to implement every aspect of the HIV and AIDS Management Strategy.

Interactions with civil society

The Municipality shall endeavour to utilize all opportunities in which it interacts with civil society to contribute to the mission and objectives of the National HIV, AIDS and STD Programme, and its own HIV and AIDS Management Strategy

Interactions with government

The Municipality shall serve on the Inter-Municipality Committee and the National/Provincial/ Regional AIDS Council to ensure a uniform and concerted response by Government to the epidemic.

The given policy will serve as a basis for the determination of appropriate norms and standards for dealing with the pandemic.

Background to the HIV/AIDS Strategy

Madibeng Local Municipality, though being involved in the fight against HIV and AIDS, did not have a comprehensive policy and strategy in place to be able to have a sense of coordinated direction with clear objectives guided by the state of the epidemic in the municipality.

With the increasing rate of infections and deaths related to HIV and AIDS, especially in Sub Saharan Africa, and as Part of the objectives of the Millennium Development Goals, Madibeng as a Local Municipality is bound by the adopted Declaration to Develop a response by municipal leaders to HIV and AIDS. (AMICAALL- African Mayors Initiative for Community Action on AIDS at the Local Level.

The declaration recognizes municipalities and councilors are closest to people and the expectations bulleted were seen as the role of local government, mayors and councilors. SALGA's role was to provide support to implementation of AMICAALL resolutions in South Africa.

Each municipality, in line with the National Aids Council, is expected to:

- Bring together key stakeholders in civil society and local government
- Ensure that there is a coherent HIV strategy in place for the area
- Provide cohesive structure to help coordinate the delivery of services to those most affected
- Avoid duplication
- Mobilise volunteers to provide care.

Against this backdrop, Madibeng Local Municipality engaged in the process of developing a strategy for intervention.

Strategy Development Process

The process comprised of the following elements:

- Investigation on the pandemic within the Municipality making use of readily available information obtained from the following institutions (District Health Information Office, the Social Services Information Office, and Brits ARV Clinic at Brits Hospital). This information was verified to ensure correctness with the relevant stakeholders.
- Consultative workshop with stakeholders which consisted of the following stakeholders: The Municipality(Councilors),Business, Local AIDS Council, Department of Community Safety , Social and Health Services, School Representatives, Sports, Cultural and recreation organizations, Religious Leaders and Traditional Health Practitioners, Community Based Organisations, Local Welfare Organisations and NGO's.

Findings of our Investigation of the Pandemic within the Municipality

A general investigations of the pandemic within the Municipality was carried out, this investigation was conducted using data from the 1 hospital, 22 clinics and 5 mobile clinics within the Madibeng Local Municipality. The following are high-level findings of our investigation:

- Teenage pregnancy very high (**1021 cases in top 10 Highest rated areas**)
- VCT rates are low at Fafung, Moiletswane, Refentse, Madidi and Sonop
- High infection and death rate on the youth (18-35) in all wards
- More females infected and are dying as compared to men
- Backlog in ART disbursement at all clinics due to the fact that there is only one accredited ARV site
- Men are reluctant to test

Using: Number of Tests, number of HIV positive cases, teenage pregnancy rates, positive males, positive females and number of new infections.

The following Areas were rated as the Highest Rated Areas (ranked in logical order)

Letlhabile, Ikhutseng, Bapong, Maboloka, Hoekfontein, Hebron, Broederstroom, Jericho, Oukasie and Oukasie Maternity Clinic

The Above Given were based on the Statistics that follows:

Grouping of Areas are as Follows:

Areas 1	Areas 2	Areas 3	Areas 4	Mobiles
Bapong	Mothutlong	Letlhabile	Fafung	Haartebees
Majakaneng	Damonsville	Hebron	Moiletswane	Letlhabile
Madibeng	Broederstroom	Rabokala	Refentse	Bapong
Segwelane	Haartebees	Kgabalatsane	Madidi	Mothutlong
Sonop	Hoekfontein	Maboloka	Ikhutseng	Jericho
	Oukasie		Jericho	
	Maternity-Oukasie			

Conclusions Drawn

- Infection and death rate is higher on females than men
- Possible reasons:**
- Issue of Anatomy (easier for women to contract the virus)
 - Men not testing at a higher rate
 - Gender related issues (men more dominant, due to financial authority)
2. AIDS related deaths highest in the 18 -36 age group, which is more sexually active.
 3. More cases of teenage pregnancies with 1021 cases in the top 10 highest rates.
 4. Number of HIV + has almost doubled in the past financial year(05/06), as compared to the previous years(03/04 &04/05), home based care clients are increasing- is it because of stigma?
 5. Only 1 accredited site on roll out ART, that results in backlog, more people on waiting list.
 6. Areas with Sports and recreational facilities except for Letlhabile and Oukasie, records low infection and death rates. Maybe that's the reason for high rates with YOUTH (18 to 36).

Consultative Workshop with Stakeholders

A consultative workshop was held with stakeholders where the observations of the pandemic investigations were presented, and the strategy was formulated around the comments, suggestions and needs as highlighted by the participants.

Focus Areas of Intervention

The following focus Areas were identified for HIV and AIDS intervention programmes

1. Prevention
2. De-stigmatization and openness
3. Treatment and Care
4. Care and Support for orphans
5. Voluntary Counselling and Testing

Target Groups

Different target groups were identified with regards to the focus areas which were related to issues that are relevant to particular places. They are:

- Women

- Youth
- Orphans and Vulnerable Children
- People living with HIV and AIDS
- Men

Madibeng Agriculture Strategic Development Plan

PURPOSE

The purpose of this Model is to provide a framework for support to agricultural co-operatives to ensure that they become viable enterprises capable of creating jobs and contribute to the mainstream economy.

OBJECTIVES OF THE MODEL

The objective of the Model is to achieve the following:

- The formation of farmer organizations such as Self Help Groups and co-operatives along commodity lines
- Mobilize all commodity groups established into a secondary agricultural co-operative (structure) at a municipal level
- The secondary structure to act as a one stop shop
- Promote savings among members
- Establishment of financial services organization of members
- Coordinate government programmes such as Mafisa, Casp etc.
- Facilitate access to Markets and Agro-processing opportunities.
- Facilitate training and capacity for members

EXECUTIVE SUMMARY

Recommendations made in the strategy with regard to the management of natural resources:

- Rotational grazing
- Livestock stocking rates must be equivalent to the carrying capacities of the grazing lands.
- Rotational cropping considering slopes to control erosion.
- Promote use of land lying fallow through agrarian reforms.
- Promote small scale irrigation and other rain water harvesting methods.
- Capacity and skills transfer with regard to resource management.
- Limit mining activities near or close to the farming areas to prevent pollution.
- Link all strategies with the IDP strategy.

Apart from the abovementioned recommendations, the Agriculture and Nature Conservation Unit further suggested the following strategies for 2010/11:

- Extensive land care awareness campaigns for the farming community.
- Sale of irrigation water rights.
- Strengthening inter-governmental, and inter-Departmental relations with regard to the enforcement of Conservation and Environmental Acts. Currently law enforcement to implement the Conservation of Agricultural Resources lies in the hands of the Provincial Department of Agriculture, Conservation, and Rural Development. (e.g. transfer or relocation of game permits; livestock movement needs Veterinary permits etc.) Water usage licences and bore hole drilling permits are obtained from the National Department of Water and Environmental Affairs. The Local Municipality does not have the entire impact on the management of natural resources, but can assist in influencing decisions
- Active participation in the Hartebeespoort Metsi- a –me Dam Remediation project

Spatial Development Framework

CHAPTER 1: INTRODUCTION

PURPOSE OF SPATIAL DEVELOPMENT FRAMEWORK

Improving the way in which activities are located in a particular area and the way in which various activities interrelate with others will ultimately improve the efficient functioning of the municipal area and its ability to contribute to economic growth, social well-being and environmental sustainability.

CHAPTER 4: DEVELOPMENT OBJECTIVES AND GAP ANALYSIS

1. Development Objectives

The following table sets out the six (6) development objectives of the Madibeng Spatial Development Framework, as well as an explanation of each of the objectives and what it means for Madibeng specifically.

These development objectives are based on national and local development directives. In particular the National Spatial Development Perspective, the Municipal Vision, the Municipal Wide Priority Needs, the Municipal Key Priority Areas and the current situation in Madibeng.

Essentially these development objectives are about

1. improving the quality of lives of people

2. improving the sustainability and efficiency of the municipality

2. Gap Analysis

Development Objective	Gap
1. Ensure that the population of Madibeng has access to social and economic opportunities	Not all communities have access to social facilities and economic opportunities. Some communities are far removed from the main development areas and have to travel far to access services. This results in high public transportation cost for the poorer people living in these areas. Most of the communities which have the least access to economic opportunities and social services are located in the north-eastern part of Madibeng, while the highest concentration of services, facilities and opportunities are found in the southern part of the municipality.
2. Ensure the creation of sustainable human settlements	The emphasis currently is on the provision of housing from a quantitative point of view, and this has resulted in the establishment of conventional low cost townships which are essentially only housing areas as opposed to sustainable human settlements. These townships are far removed from the main centres in Madibeng and are devoid of the full range of services, facilities and qualities that make up a sustainable human settlement.
3. Enable the cost efficient provision of engineering services	Madibeng covers a huge area which is characterised by scattered, disjointed settlements. This makes the provision of engineering services difficult and costly. In addition, many new leap-frog developments are approved that do not support the gradual extension of the engineering services networks. Currently, the lack of sufficient engineering services in the Madibeng area is of grave concern for all stakeholders who were consulted.
4. Identify movement networks and linkages in and around Madibeng.	The southern part of Madibeng is fairly well served by road infrastructure, although the capacity of many of these roads has become a problem over recent years. The northern parts of Madibeng are however less well served by movement infrastructure. Many of the roads in Madibeng do not have a direct relationship with strategic development areas and therefore do not contribute to the integration of the area. Public transport networks, other than informal systems, are virtually non-existent in Madibeng
5. Identify areas for economic development in the municipal area	Economic development is currently primarily resource based, as in the case of mining, agriculture and tourism. Some secondary sector developments in the form of the Primindia industrial area have been established, but other than this there are no real identified economic development areas.
6. Protect the environmental assets of the municipal area	Madibeng is rich in natural assets, which include the mountain ranges, rivers, dams, wetlands, drainage lines and riparian zones. Many of these natural assets are under serious threat from development. This includes residential development that infringes on natural areas, agricultural development that competes for the highest agricultural potential land with local fauna and flora and mining activities which destroy large tracts of land and hills from both an ecological as well as visual perspective. Although the natural environment is always an important component in the formulation of any development proposals for an area, it is of particular importance in Madibeng because of the rich natural heritage. It is for this reason that it is one of the issues that are most raised by all stakeholders.

CHAPTER 5: SPATIAL DEVELOPMENT STRATEGIES AND SPATIAL DEVELOPMENT CONCEPT

Having determined what the objectives for spatial development in Madibeng are, and what the gaps are that exist between the objectives and the current situation, the following phase in the formulation of the spatial development framework is to identify those development strategies which are essential to overcome those gaps and achieve the objectives. These strategies will then be translated into a spatial development concept. The spatial development concept provides strategic guidance for the spatial restructuring of the municipal area and for the more detailed land use zones set out in the following chapter.

1. Development Strategies

Development Strategy	Actions
1. Direct development to areas that contribute to a more efficient urban functionality in terms of the provision of services, transportation, the protection of the natural environment and linkages with other major areas of development. Do not promote or support developments that are out of context with the desired development directions.	<ul style="list-style-type: none"> Channel development into a system of nodes and corridors, in accordance with the principles of the National Spatial Development Perspective. Identify land for housing projects in close proximity to major centres, and with linkages to those centres Development must be localised in specific strategic areas where there can be a focused effort on the provision of engineering services Consolidate existing areas rather than creating new development areas.
2. Move away from the current pattern of housing delivery towards an approach of integrated, inclusive and sustainable settlement creation	<ul style="list-style-type: none"> Employ the principles of Breaking New Ground in all new settlements as well as in the upgrading and renewal of existing settlements.
3. Provide service infrastructure in accordance with spatial requirements	<ul style="list-style-type: none"> Identify the strategic areas of opportunity that should be the focus areas for capital investment in services infrastructure, in terms of the National Spatial Development Perspective
4. Develop a movement network that supports the spatial development focus areas	<ul style="list-style-type: none"> Create a strategic network of movement linkages in Madibeng, and between Madibeng and other major regional centres. Ensure land use and transportation integration
5. Promote economic development areas that contain the right characteristics to support sustainable economic development and which contribute to the overall spatial efficiency and sustainability	<ul style="list-style-type: none"> Protect the areas with resources that contribute to the local economy Identify suitable areas for secondary and, if viable, tertiary sector economic development

Development Strategy	Actions
6. Protect the natural environment	<ul style="list-style-type: none"> Identify and isolate the valuable natural assets, and exclude these from development proposals. Ensure that a continuous ecological and open space system is created in Madibeng. The protection of the natural environment should be prioritised by the Madibeng Local Municipality.

2. Sustainability Agenda

As stated before, the two main overarching development objectives of the spatial development framework are to –

- Improve the quality of lives of people; and
- Improve the sustainability and efficiency of the municipal area

The sustainability agenda is vital for both the efficiency of the municipal area as well as the quality of people's lives. Sustainability not only refers to the protection of the environment, but to the way in which a number of elements in the urban environment contribute to consumption and expenditure patterns in the municipal area, which impacts on the municipality's ability to deliver services into the future.

The aim is to make the municipal area work better, so that investment can be made in a cost effective manner and savings can ultimately be directed to upgrading impoverished and marginalised areas.

The qualities of a sustainable municipal area are typically the following:

More Sustainable	Less Sustainable
Compact forms of residential development.	Low-density, spread-out residential development.
Mixed land use.	Segregation of land uses.
Employment based primarily on education and skills.	Employment based on environment polluting or non-renewable resource based industry.
Movement on foot and by bicycle and public transport.	Heavy dependence on private cars.
Wind and solar energy.	Thermal and nuclear energy.
Tertiary treatment of sewage; use of natural means of sewage treatment.	Discharge of sewage into water bodies or water-courses untreated or with low level of treatment.
Protection and use of natural hydrologic systems.	Hard surfaces preventing infiltration; channelling natural water-courses.
Natural open space; protection of wetlands, woodlands, stream valleys, habitat, use of manure, compost, integrated pest management, etc.	Destruction of natural landscape; "manicured" parkland with exotic species; heavy use of chemical fertilizers, herbicides, pesticides.
Reduction of waste; recovery, re-use and recycling of waste.	Landfills, incinerators.

Source: Nigel Richardson: Ontario Round Table on Environment and Economy.

The elements of the spatial development concept are therefore –

3. Spatial Development Concept

spatial structure for Madibeng, based on a consolidation of the various development strategies into the following three broad overarching development strategies:

spatial structure for Madibeng, based on a consolidation of the various development strategies into the following three broad overarching development strategies:

- Consolidate development into strategic focus areas for the development of sustainable human settlements, the provision of social and community services, economic development and infrastructure provision.
- Ensure high quality linkages between the various strategic focus areas in Madibeng and between major centres outside Madibeng.
- Preserve and enhance the high quality natural and agricultural resources in Madibeng.

- Natural form giving elements;
- Strategic Development Areas, and
- Linkages

The form giving elements to a large extent dictate certain development patterns in the area and include -:

- The natural open space system;
- The Merensky Reef;
- The high potential agricultural land, and
- The Cradle of Humankind.

These areas indicate those parts of Madibeng that either should remain free of development or require a specific response due to the presence of a specific natural resource.

Another important form giving element, albeit not natural, is the development restriction zone around the Pelindaba complex.

The strategic development areas look at –

- Focused development in areas with inherent development potential, and
- Consolidation of existing scattered settlements.

Development focus areas must be functionally linked to each other and to main centres in the region through an efficient movement system. Consolidation areas must in turn be linked to the development focus areas to ensure access to service provided in the development focus areas.

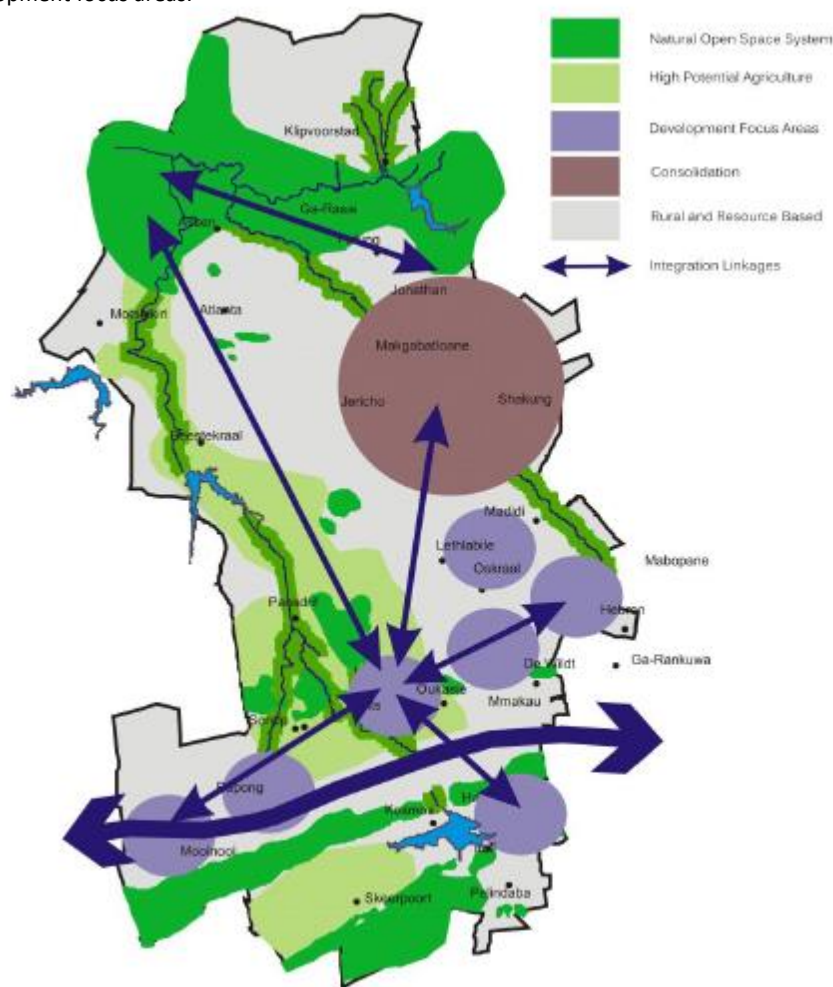


Figure 13: Spatial Development Concept

The spatial development and land use management guidelines provide specific proposals for development in Madibeng. It indicates where certain types of developments should or could take place, how these areas relate to other areas and what development standards apply.

1. Introduction

The Spatial Development Concept discussed in the previous chapter provided broad strategic guidance for development in Madibeng. The purpose of this chapter is to translate these strategic proposals into more specific land use zones and development guidelines.

These development guidelines then begin to assist land use management in the municipality, as it provide definite principles which should be taken into consideration with new developments.

The various land use zones that are dealt with in terms of the Spatial Development Guidelines are –

- Natural open space system
- High potential agricultural land
- Rural Areas
- Urban Areas
- Economic Activity Areas
- Pelindaba Restriction Zone
- Cradle of Humankind

Other important components of the Spatial Development Guidelines that are not necessarily land use zones in themselves but are overarching issues across the various zones are –

- Strategic Linkages
- Gateways
- Heritage Resources

It should be borne in mind that the Madibeng Spatial Development Framework remains a broad strategic planning framework due to the large geographic space that it covers. It cannot therefore make detail proposals for specific areas. For that purpose, local spatial development frameworks must be drafted.

Natural open space consists of land that has valuable ecological characteristics. The elements of the natural

2. Natural Open Space System

- Mountains and ridges
- Rivers and dams
- Nature reserves and environmentally sensitive areas
- Wetlands
- Drainage lines
- Riparian zones

The Madibeng municipality has appointed consultants to draft an Environmental Management Framework for Madibeng, which will provide detail guidelines for the

preservation and enhancement of the natural open space system in Madibeng.

However, because the natural open space system is one of the most important form giving elements in the area with a definite impact on the way in which Madibeng develops spatially, it is important to also provide guidelines for the management of these areas in the Madibeng Spatial Development Framework.

The natural open space system should be protected from intrusive developments that damage the ecological integrity as well as visual quality of these areas. These include residential development, mining activities and agriculture.

Mining activities on the ridges in particular are a huge problem in Madibeng. Mining, and especially quarrying, leaves permanent scars on the landscape and not only damages the ecological function of the ridges but also destroys an area's visual quality and tourism potential.

The natural environment forms the basis of eco-tourism and it is therefore imperative that the natural environment is conserved to ensure the long-term sustainability of the tourism industry in Madibeng

A continuous open space system must be developed in Madibeng. This means that in certain areas where natural open space is currently affected by activities the municipality must intervene in order to ensure that these

3.1. Form Giving Elements

3.1.1. Natural Open Space System

The natural open space system in Madibeng serves as the most important form giving element, in that it dictates the direction of development to a large extent.

The protection of the natural environment and open space areas not only have ecological and visual benefits for the municipal area, but also serve as a mechanism to consolidate and focus development in the area.

By rigorously protecting such areas, urban areas are prohibited to sprawl freely and are therefore forced into denser urban agglomerations. Such an approach therefore not only protects agriculture and the environment, but also has the added benefit of creating a more rational, cost-effective and manageable urban structure.

An open space system needs to be developed for Madibeng. Such a system should include all natural and heritage elements of value linked to each other through a continuous open space system of natural and ecological corridors.

Environmental elements to be included in such an open space system will include mountain ranges, ridges, dam environments, proclaimed nature reserves, undisturbed natural habitats, river environments, wetlands, drainage lines and riparian vegetation. These include the Magaliesberg Protected Nature Area (MPNA), the Witwatersberg, Langberg and Elandsberg mountains, the Hartbeespoort, Klipvoor and Rooikoppies dams, the Borakalalo Nature Reserve, the smaller open spaces found around the Hartbeespoort Dam, the uninhabited areas north of the Elandsberg and the river environments of the Crocodile, Tolwane, Moretele, Magalies River,

Leeuspruit, Moganwespruit and Swartspuit rivers. The rivers included in this open space system will form the linkages between the larger open spaces formed by the mountain range and dams.

Also included in such a system would be cultural resources of value, such as the historical and archaeological sites found on the farms Hartbeesthoek, Leeuwenkloof, Broederstroom, Skeerpoort, Remhoogte and Bultfontein, as well as the area demarcated as part of the Cradle of Humankind.

3.1.2. High Potential Agricultural Land

Agriculture is an important asset of Madibeng and should be protected. This includes opportunities for intensive and extensive commercial farming as well as subsistence farming.

Almost the entire southern half of Madibeng, which is not occupied by surface mines or mountain ranges, is utilised for intensive farming. These include the area surrounding Brits (with the exception of the area between Brits and Mmakau), Mooiooi and the area between the Magaliesberg and Witwatersberg mountains. Intensive farming is also found along the Crocodile River, up to the Elandsberg. This area has the highest agricultural potential and contains the majority of agricultural activities in the municipal area.

3.1.3. Merensky Reef

Mining in Madibeng predominantly occurs in a belt along the Merensky Reef, which runs north of and parallel to the Magaliesberg. It stretches from Brits in a westerly direction towards Bapong and on to Marikana and Rustenburg.

3.1.4. Cradle of Humankind

The south-western part of the Madibeng municipal area, south of the Hartbeespoort Dam and Witwatersberg, forms part of the Cradle of Humankind World Heritage Site (and the Cradle of Humankind Buffer Zone). The nature and extent of developments permitted in this area are restricted.

3.1.5. Pelindaba Restriction Zone

The Pelindaba Nuclear Plant has an impact on the development of the area in the form of a 5.0 km "red zone" around the plant in which development is restricted.

3.2. Strategic Development Areas

3.2.1. Development Focus Areas

In terms of the National Spatial Development Perspective, government investment in infrastructure and development programmes should be focused in particular areas that have potential for economic growth. This includes directing development to a system of nodes and corridors within a municipal area.

Because of the fact that Madibeng is essentially a rural area where there are great distances that are undeveloped, development focus areas will focus on areas that are suitable for further development and expansion due to location, accessibility and existing integration with the space economy and movement system.

The development focus areas will be focus areas for the provision of infrastructure, social services, transport facilities and economic opportunities.

The advantage of such a development system is that –

- The provision of infrastructure and community services becomes cost efficient, and
- Definite linkages can be identified and developed.

3.2.2. Consolidation Area

The far-lying north-eastern settlements, which include Moiletswane, Jericho, Shakung, Jonathan, Fafung and Ga-Rasai, are functionally and spatially removed from any urban centre in Madibeng and do not have any inherent urban development potential. The focus of this area should therefore be to retain the rural character, with rural villages, opportunities for small scale farming and perhaps eco-tourism. No further housing development should take place in this area and existing development should be consolidated to make this area as functional and sustainable as possible.

Infrastructure provision in this area should focus on the provision of basic services, as per the National Spatial Development Perspective.

Development and Management Directives: Natural Open Space System

- The natural drainage channels and banks of the rivers and dams must be protected up to the 100-year flood line. No development may be permitted within the 100-year flood line from rivers, streams and wetlands without the written consent of the relevant environmental and water authorities.
- Development along the riverbanks should only be considered if strict measures for riverbank protection, wastewater treatment plants, storm water control and erosion control are put in place and enforced. No development shall take place directly adjacent to the riparian zone and shoreline of a water source (i.e. dams, rivers, wetlands and drainage lines) without an Environmental Management Framework indicating measures for the conservation of the ecological integrity of the shoreline as well as measures to repair damage to the shoreline and its vegetation caused by construction.
- Waste-water effluents from all developments shall comply with the maximum standard release of 1 mg soluble ortho-phosphate per litre.
- Vegetation zones must be developed along the shorelines of dams to (i) act as a buffer against wave erosion of the shoreline; (ii) provide habitat for fauna and flora, (iii) act as filter for pollutants and (iv) improve the aesthetic quality of the dam. The "riparian zone" around the dam shall be considered as a priority for the effective maintenance of the zone. A 50m buffer around the shoreline to be added to the DWAF servitude must be reserved from development. All future developments may not be allowed to encroach into this buffer.
- A buffer zone of 30 meters along all rivers, wetlands and drainage lines should be enforced within which no development should take place. The construction of facilities within this buffer zone necessary to gain access to water should be subject to an EIA process.
- Sanitation services must be provided to settlements located within the catchments of water sources to avoid pollution due to surface run-off and groundwater seepage of sewerage and other harmful effluents. Owners of developments must –
 - Ensure that package plant systems for wastewater treatment comply with the laid-down maximum release standard of 1 mg soluble ortho-phosphate per litre.
 - Put sufficient back-up systems in place for their wastewater treatment systems to cater for system failures or power interruptions.
 - Adhere to the principles and guidelines set out in the Hartbeespoort Dam Strategic Environmental Assessment, the Hartbeespoort Dam Structure Plan and the Madibeng Environmental Management Framework.
- The shorelines of dams must remain accessible to the general public. Prior to consideration being given in future to private development initiatives along the Klipvoor Dam and Rooikoppies Dam, areas should be demarcated that will fulfil the function of public areas.

Development and Management Directives: Natural Open Space System (continued)

- No development may take place on the Kommandonek and Oberon properties adjacent to the Hartbeespoort Dam, and these properties should be utilised for public recreation facilities in perpetuity to ensure public access to the shoreline.
- All development around the Magaliesberg shall adhere to the principles and guidelines set out in the Magaliesberg Protected Natural Environment Management Plan.
- No new mining activities shall be permitted on any mountain or ridge or in or adjacent to any river, wetland or drainage line in the Madibeng area without the approval of the Northwest Department of Agriculture, Conservation and Environment.
- A slope analysis should be conducted on all ridges and mountains in order to determine development restriction areas, as per the Ridges Policy.
- All scenic vistas should be protected from development.

Development and Management Directives: High Potential Agricultural Land

- No activities or developments other than agriculture and agricultural related activities shall be permitted on high potential agricultural land.
- No township establishment shall be permitted on high potential agricultural land.

Development and Management Directives: Rural Areas

- Illegal land uses on farm portions, such as industrial and commercial developments that have no relation to agriculture, should be eradicated and moved to economic activity areas or urban areas. The Madibeng Local Municipality should ensure that a unit that deals with land use contraventions specifically focuses on the rural environment.
- The rural settlements are not suitable for low cost housing developments, as they are far removed from services and facilities that can contribute to the creation of sustainable human settlements. No low cost or affordable housing developments should therefore be permitted in the Rural Areas.
- The following land uses are permitted in Rural Areas:
 - Rural Residential (in line with the criteria set out for Rural Residential below)
 - Rural Settlements/Villages
 - Tourism activities and facilities such as -
 - Guest Houses, Cultural Villages, Environmental education centres, Restaurants, tea gardens, Wellness centre/spa, Infrastructure that serves the lodge or resort
 - Conservation areas
 - Extensive and Intensive agriculture
 - Subsistence and small scale agriculture
 - Rural service centres

Development and Management Directives: Rural Residential

- All developments shall be subject to the approval of the Minister of Agriculture. No development shall infringe on high potential agricultural land.
- Country Estates, Private Resorts and Public Resorts
 - Shall be approved in accordance with the North-west Province's policy on Country Estates, Private Resorts and Public Resorts.
 - The primary focus is the conservation of the natural resource (open space). Conservation in this sense must be seen as conserving open space as a resource in itself. Conservation conditions must be strictly adhered to
 - A Clutter-and-Space layout shall be adhered to. Dwelling units shall be grouped together in as few clusters as possible
 - 60% significant open space (calculated over the gross area of the site); provided that the area reserved for open space may be increased in cases of environmental sensitivity to the satisfaction of the relevant environmental authority.
 - A Strategic Environmental Impact Assessment must determine the open space, the position of clusters, the position of ancillary facilities, roads etc.
 - Conditions to be set for design, character and overall relationship with its environment
 - Strict requirements must be laid down for the provision of engineering services to and within these estates to ensure that it does not lead to environmental problems. The ability to provide services according to the standards set by the municipality is a pre-requisite for approval.

Development and Management Directives: Nodal Development in Urban Areas

- The Spatial Development Frameworks for each of the Urban Areas must indicate specifically the location, nature and size of activity nodes and spines.
- Non-residential land uses should be clustered together in nodes or activity spines, depending on the character of the area.
- Nodes should typically be located at the main access points into an Urban Area, typically at the intersection of a major mobility route and the major collector route or around public transport facilities such as train stations and bus termini.
- Activity Spines should be developed along the main access routes into an Urban Area.
- The distribution of nodes and spines must be such that all communities in the Urban Area have easy access to these services and facilities, preferably within walking distance.

Settlement Development Areas

For the purpose of the Madibeng Spatial Development Framework, a Settlement Development Area is defined as an area that is characterized by concentrated, mixed activity such as residential development, business and administrative functions, social services and infrastructure.

In order to achieve efficient and sustainable development in Madibeng, it is vital to focus future settlement development in specific areas. This will counteract the current dispersed inefficient spatial form that is characteristic of the municipal area.

For the purpose of focusing development, it is necessary to identify those existing settlement areas or clusters of settlements that have inherent development potential and which lie on the systems of connectivity in Madibeng. These areas must then be further developed rather than creating new settlement areas. This development of existing settlements should take place through infill development and managed expansion.

Infill development refers to the identification of vacant land parcels within the demarcated settlement areas, amongst existing developments, and developing these parcels of land according to their optimal development potential levels.

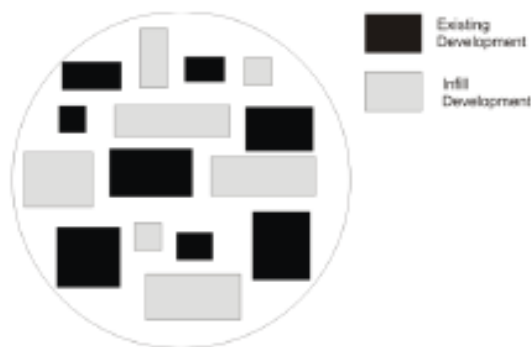


Figure 15: Infill Development

Managed expansion refers to the gradual and incremental outward growth of a settlement (i.e. the so-called ripple effect), but within the boundaries of demarcated urban development boundaries (or urban edge). The purpose of the urban edge is to discourage lead frog developments that result in developments that are not physically and functionally integrated with the main settlement development area.

Demarcating an urban edge has specific advantages, the primary being to prevent uncontrolled urban sprawl. Urban sprawl is undesirable since it increases pressure on the limited resource of local government, from public

transport to water and sanitation infrastructure provision. Drawing an urban edge will also protect valuable agricultural land and ecologically sensitive areas from urban encroachment.

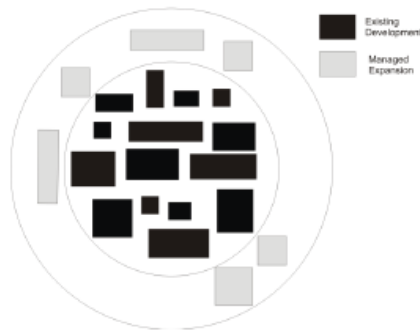


Figure 16: Managed Expansion

Each of the settlement development areas comprises its own urban development boundary. Because of the general problems experienced with service infrastructure, these urban development boundaries have been demarcated conservatively, to ensure that new development areas do not further contribute to the problems experienced with service delivery.

The Madibeng Spatial Development Framework has identified specific areas as Settlement Development Areas. These are:

- The Brits Area
- Hartbeespoort Dam Area
- Mooinooi/Bapong Area
- Letlhabile/Hebron

Densification in Settlement Development Areas

Residential densities in Settlement Development Areas must follow an approach where densities are connected to the urban functionality of a specific place.

Densification is not an end in itself, but a means to achieve more efficient utilization of public transport, the creation of the necessary population thresholds to support community and business facilities and to prevent the development of land which is valuable from an ecological perspective.

The following densities should typically apply when a structured approach to densification is followed. It should be noted that these densities are merely general guidelines and should not be rigidly employed. Deviations are possible depending on the design of a particular development.

Again, more detailed densification proposals must be made in the Spatial Development Frameworks which must be drafted for the Settlement Development Areas.

Location	Residential Typology	Typical Density
Adjacent to local or neighbourhood activity nodes or spines	Duplex Residential and Two storey walk-ups	40-60 dwelling units per hectare
Adjacent to Service Delivery Centres	Duplex Residential and Two storey walk-ups	40-60 dwelling units per hectare
Adjacent to major public transport facilities such as railway stations	Duplex Residential and Two to Three storey walk-ups	40-80 dwelling units
On the edges of the Settlement Development Areas	Single residential developments	10 dwelling units per hectare
Other	Single residential developments / townhouses	20-40 dwelling units per hectare

The most important principle put forward by the Madibeng Spatial Development Framework is that housing development must focus on social and economic integration and inclusion. The implication therefore is that housing development should form an integral part of the Urban Areas and no housing development initiatives must be identified outside of these areas.

Development and Management Directives: Pelindaba Restriction Zone

- No development, other than what is permitted in terms of current zoning, shall be permitted.

Development and Management Directives: Cradle of Humankind

- All developments in the Cradle of Humankind areas shall adhere to the development guidelines as set by the relevant management authority, and all developments shall be referred to the relevant authorities responsible for the management and conservation of the Cradle of Humankind for approval prior to approval by the local authority.

Development and Management Directives: Heritage Resources

- All new developments should consider heritage resources as part of the environmental impact assessment process.
- All developments that affect existing structures older than 60 years or those that have been afforded protected status must adhere to the provisions of the relevant legislation.

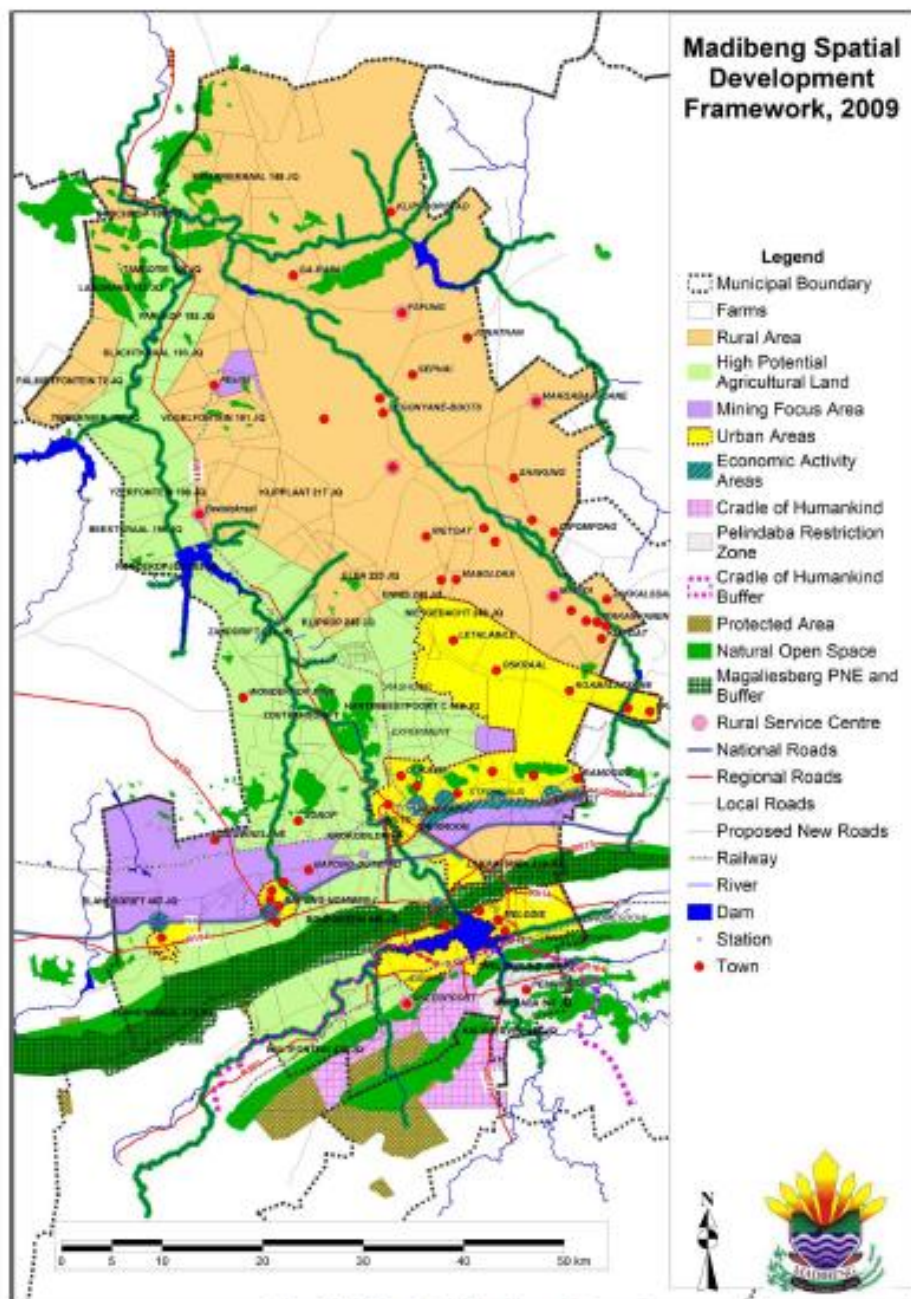


Figure 18: Madibeng Spatial Development Framework

12. Future Urban Areas

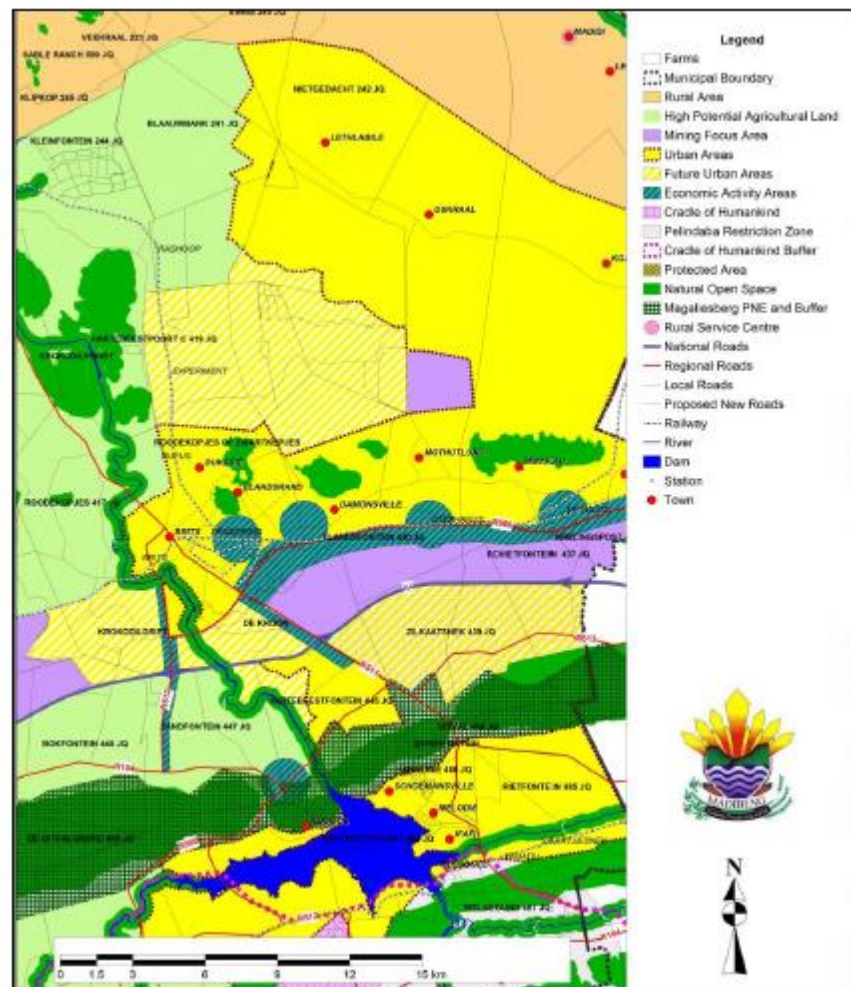


Figure 19: Future Urban Areas

13. Subdivision of Farm Portions

The following guidelines shall apply when dealing with subdivision of farm portions:

Zone	Minimum Size
1 (Rural Areas)	20 hectares
2 (High Potential Agricultural Land)	20 hectares
3 (Urban Area north of Brits)	1 hectares
4 (Rural Area south of N4)	5 hectares
5 (Urban Area around Hartbeespoort Dam)	In accordance with Hartbeespoort Dam Structure Plan. 5 hectares where Plan does not apply ³
6 (Cradle of Humankind)	5 hectares as interim measure. Subdivision guidelines in the Environmental Management Framework for this area shall apply
7 (Pelindaba Restriction Zone)	20 hectares
8 (South of N4, between R511 and R512)	3 hectares

Application may be made for consent for a second dwelling house in accordance with the provisions of the town planning scheme.

³ Small land parcels are not conducive for meaningful settlement development. Larger portions facilitate better layout and urban design. Should subdivisions smaller than 5,0 hectares be permitted in terms of existing subdivision policies (or in cases where these subdivisions have already been approved), township establishment may only be permitted on consolidated land parcels with a minimum size of 5,0 hectares.

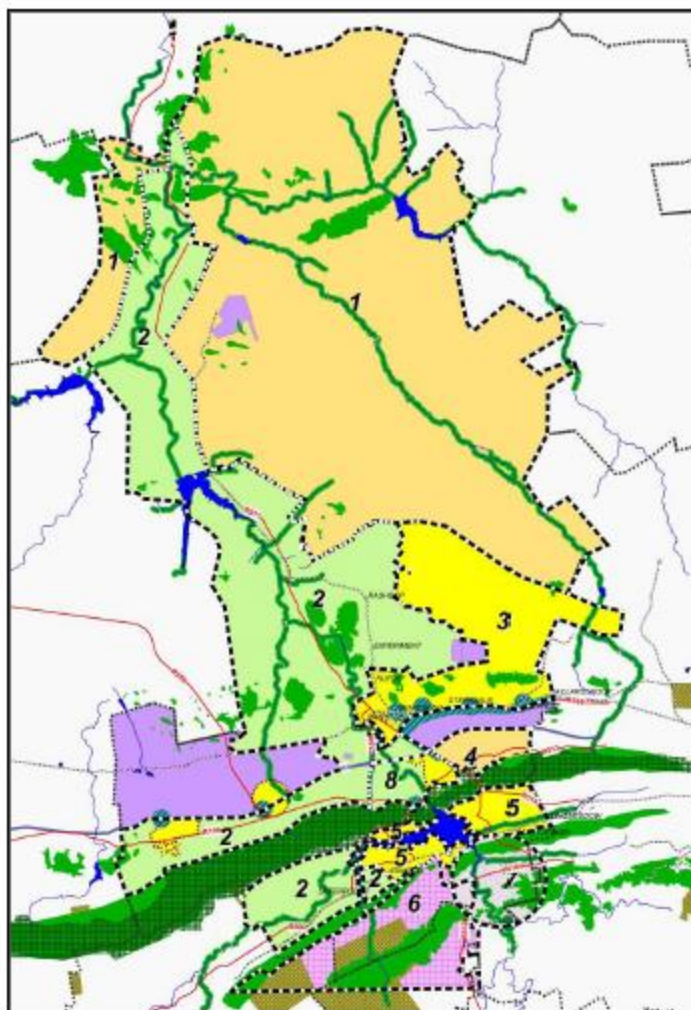


Figure 20: Subdivision Zones

CBD REGENERATION PLAN

IMPLEMENTATION PROGRAMME

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY	BUDGET ESTIMATE	PHASING
1. GREENING AND BEAUTIFYING						
1 a.	Hendrik Verwoerd Street	Cutting of the grass along the road island	Hendrik Verwoerd Street	• Madibeng LM, SANRAL	R 700 000.00 per annum	Short-term
1 b		Landscaping/Planting of flowers and shrubs along road island	Hendrik Verwoerd Street	• Madibeng LM, SANRAL, EPWP	R 500 000.00	Short-term
1 c		Design and construction of a 'Welcome to Brits' sign	Hendrik Verwoerd Street	• Madibeng LM, SANRAL, EPWP	R 100 000.00	Short-term
1 d	Murray Road	Greening of Murray Road Island	Murray Road	• Madibeng LM	R 150 000.00	Medium-term
	Tom Street	Greening of Tom Street	Tom Street	• Madibeng LM	R 400 000.00	Short-term

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY	BUDGET ESTIMATE	PHASING
2. BUILT FORM						
2 a.	Hendrik Verwoerd Street	Pedestrian crossing outside of the Brits Mall	Hendrik Verwoerd Street	• SANRAL	R 300 000.00	Medium-term
2 b	Murray Road	Widening walkway by eliminating 1 lane of road way on either side	Murray Road	• Madibeng LM	R 400 000.00	Medium-term
2 c		Formalising Trader Stalls and providing a formal structure	Murray Road	• Madibeng LM	R 750 000.00	Short-term
2 d		Insertion of street furniture along the sidewalk (benches, bins, etc)	Murray Road	• Madibeng LM	R 300 000.00	Short-term
2 e		Construction of Murray Road Island	Murray Road	• Madibeng LM	R 3 000 000.00	Medium-term
2 f		Provision of angled parking on either side	Murray Road	• Madibeng LM	R 200 000.00	Short-term
2 g	Tom Street	Development of open space outside Home Affairs with the inclusion of street furniture and formalised trader stalls	Tom Street	• Madibeng LM	R 2000 000.00	Medium-term
2 h		Widening of pedestrian paving to 6 m with allowing for isolated parallel parking bays and loading zones	Tom Street		R 800 000.00	Short-term
2 j	CBD Streets	Upgrade to the CBD road network on various streets to include Resurfacing, Road markings and signage	Various	• Madibeng LM	R 20 000 000.00	Short-term
		City Improvement District				R
	CCTV Surveillance	CCTV Cameras	Tom Street	• Madibeng LM	R 100 000.00	Short-term
			Murray Ave	• Madibeng LM	R 150 000.00	Short-term
			Spoorweg Street	• Madibeng LM	R 200 000.00	Medium-term
3. ACCESSIBILITY, TRANSPORT AND INTEGRATION						
3 a.	Spoorweg Road	Provision of a one-way double lane road on portion of Spoorweg Road	Spoorweg Road	• Madibeng LM	R 1 000 000.00	Short-term
3 b	De Wits Ave	Provision of a one-way double lane road on portion of De Wits Ave	De Wits Ave	• Madibeng LM	R 1 000 000.00	Short-term
3 c	De Wits Ave	Formalisation of the existing Taxi Rank – loading and off-loading, shelters, road markings, slip lanes, lighting, signage, inter alia	De Wits Ave	• Madibeng LM	R 5 000 000.00	Short-term
3 d	Reitz Road	Provision of a one-way double lane road on portion of Reitz Road	Reitz Road	• Madibeng LM	R 1 000 000.00	Short-term
3 e	Maclean Road	Provision of a one-way double lane road on portion of Maclean Road	Maclean Road	• Madibeng LM	R 1 000 000.00	Medium-term
3 f	Tom Street	Provision of Road/Rail grade separated crossing	Tom Street	• Madibeng LM	R 60 000 000.00	Medium-term
		Provision of bridge from R511 into Tom Street	Tom Street	• SANRAL/ Madibeng LM	R 50 000 000.00	Long-term
		Provision of off-street multi story car park	Tom Street	• Madibeng LM	R 10 000 000.00	Medium-term
		Obtaining air rights over railway crossing	Spoorweg to Tom Street		R 100 000.00	Medium-term

KPA 6: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Performance Management Systems

By implementing the Performance Management System, the Council complied to Section 40 of the Municipal Systems Act of 2000, whereby Municipalities have to establish mechanisms to monitor and review its Performance Management System. The purpose of the Performance Management System is to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels.

Section 34 of the Municipal Systems Act furthermore point out that the Key Performance Areas, Key Performance Indicators and Performance Targets have to be reviewed during the annual IDP Review process, which then will form the basis for the review of the municipal PMS and Performance Contracts of Senior Managers.

The Performance Management System (PMS) is informed by the following legislation and policy:

- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).
- The White Paper on Transforming Public Service Delivery (Batho-Pele) (1997).
- The White Paper on Local Government (1998).
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- DPLG Performance Management Guidelines 2001
- Municipal Planning and Performance Management Regulations (2001).
- Municipal Finance Management Act, 2003 (Act 56 of 2003)
- Municipal Performance Regulation for Section 57 Employee (2006)

Other legislation that impacts on and relates to performance management include:

- Labour Relations Act (Act No. 66 of 1995) : Code of Good Practice
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Employment Equity Act, 1998 (Act No. 55 of 1998)
- The Skills Development Amendment Act (Act 31 of 2003)
- Promotion of Access to Information Act (Act 2 of 2000)

Apart from the primary objectives, as mentioned in the first paragraph above, the PMS should also provide early warning signals and

Facilitates - increased accountability,

- learning and improvement and
- decision-making.

Performance Management Framework

- Roles and Responsibilities of Stakeholders in the Operation and Management of the Performance Management System

Municipal Council's Political Oversight Roles and Responsibilities

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Adopts priorities & objectives of the Integrated Development Plan. 2. Adopts the Performance Management Policy and Procedure Manual 3. Adopts the Reviewed PMS framework. 4. Adopts the municipal strategic scorecard that includes priorities and objectives of the IDP. 5. Assigns the responsibility for the management of the PMS to the Executive Mayor. 6. Establish an oversight committee for the purpose of the annual report and other aspect incidental to performance management that the Council may wish the oversight committee to consider. 	<ol style="list-style-type: none"> 1. Approves the annual review programme of the IDP. 2. Approves the Top level SDBIP. 3. Approves changes to the SDBIP and adjustment Budget. 4. Approves any changes to the priorities, objectives, key performance indicators and performance targets of the municipality. 5. Consider the oversight report from the oversight committee. 	<ol style="list-style-type: none"> 1. Receives externally audited performance reports from the Executive Mayor annually. 2. Reports the municipality performance to the community at least twice a year. 3. Approves recommendations for the improvement of the performance management system. 4. Annually receives the appraisal of the Municipal Manager and Directors performance. 5. Submits the municipal annual report to the Auditor General and the MEC. 	<ol style="list-style-type: none"> 1. Approves the municipal annual audit plan and any substantial changes to it. 2. Can receive performance reports directly from the Audit Committee. 3. Approves the implementation of the recommendations of the Performance Audit Committee with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. 4. Receives performance audit report from the Auditor General and approves implementation of its recommendations.

Roles and Responsibilities of the Executive Mayor

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Submits priorities and objectives of the Integrated Development Plan to Council for approval. 2. Submits the PMS framework and policy for approval. 3. Submits the municipal strategic scorecard to Council for approval. 4. Submits the Service Delivery and Budget Implementation Plans to the Council. 5. Enters into a performance agreement with the Municipal Manager on behalf of Council. 6. Assigns the responsibility for the management of the PMS to the Municipal Manager. 7. Tables the budget and Top-Level SDBIP to Council for approval. 	<ol style="list-style-type: none"> 1. Proposes to Council, the annual review programme of the IDP, including the review of key performance indicators and performance targets. 2. Proposes the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality 4. Quarterly evaluates the performance of the municipality against adopted KPIs and targets. 5. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality. 6. Mid-yearly and annually evaluates the performance of the Municipal Manager. 	<ol style="list-style-type: none"> 1. Receives monthly budget statement. 2. Receives performance reports quarterly from the internal auditor. 3. Receives performance reports twice a year from the Audit Committee 4. Receives monthly and quarterly reports from the Municipal Manager on the performance of Managers and the rest of the staff. 5. Report to council on the quarterly, mid-term review and the annual report on the performance of the municipality 6. Reports to Council on the recommendations for the improvement of the performance management system. 	<ol style="list-style-type: none"> 1. Submits the municipal annual audit plan and any substantial changes to council for approval. 2. Approves the implementation of the recommendations of the internal auditor with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. 3. Receives performance audit report from the Auditor General and makes recommendations to Council.

Roles and Responsibilities of the Municipal Manager

Planning	Implementation	Monitoring & Evaluation		
		Review	Reporting	Performance Audit
<ol style="list-style-type: none"> Coordinates the process of needs identification and prioritization among all stakeholders, including community structures. Coordinates the formulation and revision of the PMS framework. Coordinates the formulation and revision of the municipal strategic scorecard. Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans. Enters into a performance agreement with Directors on behalf of Council. 	<ol style="list-style-type: none"> Manages the overall implementation of the IDP. Ensures that all role players implement the provisions of the PMS framework. Ensures that the Departmental scorecards and departmental annual programmes serve the strategic scorecard of the municipality. Ensures that annual programmes are implemented according to the targets and timeframes agreed to. Implements performance improvement measures approved by the Executive Mayor & the Council. Ensures that performance objectives in the Managers' performance agreements are achieved. 	<ol style="list-style-type: none"> Formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees & the Executive Mayor. Formulation of the annual performance improvement measures of the municipality as part of the new municipal strategic score-card. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality. Quarterly and annually evaluates the performance of Managers. 	<ol style="list-style-type: none"> Receives performance reports quarterly from the internal auditor. Receives performance reports twice a year from the Performance Audit Committee. Receives monthly departmental performance reports. Reports once in two months to council committees and the Executive Mayor on the performance of Departments Reports on the implementation of improvement measures adopted by the Executive Mayor and Council. Annually reports on the performance of Managers Submit the municipal annual report to the Executive Mayor. 	<ol style="list-style-type: none"> Formulates the municipal annual audit plan. Formulates a response to the recommendations of the internal auditor and the Audit Committee. Formulates a response to performance audit report of the Auditor General and makes recommendations to the Executive Mayor

Roles and Responsibilities of Council Committees

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> Advise the Executive Mayor on priorities and objectives of the Integrated Development Plan. Deliberates and advice on the municipal strategic scorecard. Participates in the formulation of the Top Level Service Delivery and Budget Implementation Plan. Ensures that concerns of community structures are taken into account in discharging their responsibilities 	<ol style="list-style-type: none"> Participate in the formulation of the annual review program of the IDP, including the review of key performance indicators and performance targets. Participate in the formulation of proposals for the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. Quarterly evaluates the performance of their portfolios against adopted KPIs & targets Quarterly reviews the performance of their portfolios to improve the economy, efficiency & effectiveness of the municipality 	<ol style="list-style-type: none"> Receives Audit Committee performance reports from the municipal manager and make recommendations to the Executive Mayor. Receives quarterly reports from the Managers responsible for their portfolios before they are tabled at the Mayoral Committee. Reports to the Executive Mayor on the recommendations for the improvement of the performance management system. Council adopts the oversight report. 	<ol style="list-style-type: none"> Receives and note the annual audit plan. Advices the Executive Mayor on the implementation of the recommendations of the internal auditor with regard to both the improvement in the performance of the municipality and improvement of the performance management system itself.

Roles and Responsibilities of Directors

Planning	Implementation	Monitoring & Evaluation		
		Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Participates in the identification of IDP priorities and the whole IDP process. 2. Participates in the formulation and revision of the municipal strategic scorecard. 3. Participates in the formulation of the Top level SDBIP. 4. Develop Technical SDBIP. 5. Manages subordinates' performance measurement system. 6. Regularly reports to the Municipal manager. 7. Enters into a performance agreement with the Municipal Manager 	<ol style="list-style-type: none"> 1. Manages the implementation of the Departmental SDBIP. 2. Ensures that annual programmes are implemented according to the targets and timeframes agreed to. 3. Implements performance improvement measures approved by the Executive Mayor & the Council. 4. Manages the implementation of subordinates' performance measurement system. 5. Ensures that performance objectives in the performance agreements are achieved. 	<ol style="list-style-type: none"> 1. Participates in the formulation of the annual review programme of the IDP, including the review of key performance indicators & performance targets for the consideration of Council Committees & the Executive Mayor. 2. Annually reviews the performance of the department to improve the economy, efficiency and effectiveness of the departments. 3. Quarterly and annually evaluates the performance of the department. 4. Participates in Mid-Term Review. 	<ol style="list-style-type: none"> 1. Submit monthly & quarterly departmental performance reports. 2. Comments on the monthly reports in terms of any material variance. 3. Reports on the implementation of improvement measures adopted by the Executive Mayor & Council. 4. Annually reports on the performance of the department. 	<ol style="list-style-type: none"> 1. Participates in the formulation of the response to the recommendations of the internal auditor and the Performance Audit Committee. 2. Participates in the formulation of the response to performance audit report of the Auditor General and makes recommendations to the municipal manager.

Roles and Responsibilities of Staff

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Participates in the development of the Technical SDBIP. 2. Participates in the development of their own performance measurement. 	Executes individual work plans.	<ol style="list-style-type: none"> 1. Participates in the review of departmental plans. 2. Participates in the review of own performance. 	Level 1 to 3 Managers submit monthly progress performance reports, quarterly performance and review reports and annual performance reports.

Roles and Responsibilities of the Internal Audit Division

Planning	Monitoring	
	Review	Reporting
Develop a risk and compliance based audit plan.	<ol style="list-style-type: none"> 1. Audit the performance of departments against the IDP and SDBIPs . 2. Assess the functionality of the PMS. 3. Ensures that the system complies with the Act. 4. Audit the performance measures in the municipal scorecard and departmental scorecards. 5. Conduct compliance based audit. 	<ol style="list-style-type: none"> 1. Submit quarterly performance audit reports to the Municipal Manager. 2. Submit quarterly performance audit reports to the Performance Audit Committee.

Roles and Responsibilities of the Audit Committee

Planning	Monitoring	
	Review	Reporting
Receives and approves the annual audit plan.	Review quarterly reports from the Internal Audit Division.	Reports quarterly to the municipal Council.

Roles and Responsibilities of the Community

Planning	Monitoring	
	Review	Reporting
<ol style="list-style-type: none"> 1. Participate in the drafting and implementation of the municipality's IDP through established forums 2. Participates in the setting of KPIs and targets for the municipality every year 3. Make representations on the draft annual budget 	Participate in the annual review of performance through their involvement in the development of the Oversight Report.	<ol style="list-style-type: none"> 1. Receive annual performance and budget reports from council 2. Participate in the development of the Oversight report

Summary of Alignment with National Plans and Strategies

BACK TO BASICS PRIORITIES	NATIONAL DEVELOPMENT PLAN	MEDIUM TERM STRATEGIC FRAMEWORK	NATIONAL OUTCOMES	OUTCOME 9 OUTPUTS	REPOSITIONING, REBRANDING AND RENEWAL	MADIBENG STRATEGIC GOALS	MADIBENG OUTCOMES				
Delivering municipal services	Improving Infrastructure	Ensuring access to adequate human settlement and quality basic services	6 An efficient, competitive and responsive economic infrastructure network	Improved access to Basic Services	Agriculture, Culture and Tourism	Develop & refurbish infrastructural services	Access to services				
Putting people and their concerns first	An economy that will create more jobs	Radical economic transformation, rapid economic growth and job creation	4.Decent employment through inclusive economic growth	Implement the community work programme & Co-operatives supported	Villages, Townships and Small Dorpies	Create a conducive environment for businesses to invest and prosper	Prosperous community				
				Deepen democracy through a refined ward committee model							
	An inclusive and integrated rural economy	Rural development, land and agrarian reform and food security	7 Vibrant, equitable & sustainable rural communities with food security for all	Actions supportive of the Human Settlement outcomes	Reconciliation, Healing and Renewal	Integrated liveable urban and rural neighbourhoods	Transformed human settlements				
	Reversing the spatial effect of apartheid		8 Sustainable human settlements & improved quality of household life								
	Transition to a low-carbon economy		10 Environment assets & natural resources that are well protected & continually enhanced			Protect the environment and improve community well-being	Healthy communities and environment				
	Quality health care for all	Ensuring quality health care and social security for all citizens	2 A long and healthy life for all South Africans								
	Social protection	Contributing to a better Africa and a better World	11 Create a better SA and contribute to a better and safer Africa and World								
	Transforming society & uniting the country	Social cohesion and nation building	3 All people in SA feel and are safe								
	Building Safer communities										
	Improving quality of education, training and innovation	Improving the quality of & expanding access to education & training	1 Improved quality of basic education								
Sound financial management and accounting	Fighting corruption	Fighting corruption and crime	9 A responsive, accountable, effective and efficient local gov system	Implement a differentiated approach to mun financing, planning and support	Saamtrek Saamwerk Philosophy	Enhance revenue and asset base	Financial sustainability				
Demonstrating good governance and administration			12 An efficient, effective & dev oriented public service and an empowered, fair and inclusive citizenship	Single window of co-ordination	Setsokotsane Approach	Democratic and accountable organisation	Good governance				
Sound institutional and administrative capabilities	Reforming the public service		5 Skilled and capable workforce to support an inclusive growth path	Improved municipal financial & administrative capacity		Attract and retain human capital	Increased productivity				

National Key Performance Indicators

- ⌘ The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- ⌘ The percentage of households earning less than R1 600 per month with access to free basic services;
- ⌘ The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- ⌘ The number of jobs created through municipality's local economic development initiatives including capital projects;
- ⌘ The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- ⌘ The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- ⌘ Financial viability as expressed by the ratios in the gazette.

The Municipality in its endeavour to ensure that these KPI's are attended to, has incorporated them in the Organizational Business Plan as part of its objectives which is informed by the priority needs of the community in the IDP.

National Millenium Development Goals

Goal1: Eradicate Extreme Poverty and Hunger

Goal 2: Achieve Universal Primary Education

Goal 3: Promote Gender Equality and Empower Women

Goal 4: Reduce Child Mortality

Goal 5: improve Maternal Health

Goal 6: Combat Hiv/Aids, Malaria and other Diseases

Goal 7: Ensure Environment Sustainability

Goal 8: Develop a Global Partnership for Development

Medium Term Strategic Framework

Theme: "Together doing more and better"

Electoral Mandate

The National Government's mandate underscores the need to create a nation united in diversity, working together to weave the threads that will result in the creation of a democratic, non-racial, non-sexist and prosperous society.

The following objectives are identified:

- Halve poverty and unemployment by 2014
- Ensure a more equitable distribution of the benefits of economic growth and reduce inequality
- Improve the nation's health profile and skills base and ensure universal access to basic services
- Improve the safety of citizens by reducing incidents of crime and corruption
- Build a nation free of all forms of racism, sexism, tribalism and xenophobia.

The priority areas to give effect to the above strategic objectives are:

- More inclusive economic growth, decent work and sustainable livelihoods
- Economic and social infrastructure
- Rural development, food security and land reform

- Access to quality education
- Improved health care
- The fight against crime and corruption
- Cohesive and sustainable communities
- Creation of a better Africa and a better world
- Sustainable resource management and use
- A developmental state including improvement of public services.

Basic Thrust and Focus of the MTSF

The basic thrust of MTSF 2009 – 2014 is to improve the conditions of life of all South Africans and contribute to building a better Africa and a better world.

How should government address these competing demands on limited resources?

Firstly, the sequencing and phasing in of various programmes will need to take into account availability of resources.

Secondly, a comprehensive review of the budget will need to be conducted so as to identify saving that can be allocated to priorities.

Thirdly, creative ways will need to be found to involve Development Finance Institutions and the private sector in the implementation of some of the projects.

THE NATIONAL DEVELOPMENT PLAN

Background

- President Jacob Zuma appointed the National Planning Commission in May 2010 to draft a Vision and National Development Plan.
- The Commission's Diagnostic Report, released in June 2011 set out SA's achievements and shortcomings. Nine primary challenges were identified:
 1. Too few people work
 2. The quality of school education for black people is poor
 3. Infrastructure is poorly located, inadequate and under-maintained
 4. Spatial divides hobble inclusive development
 5. The economy is unsustainably resource intensive
 6. The public health system cannot meet demand or sustain quality
 7. Public services are uneven and often of poor quality
 8. Corruption levels are high
 9. South Africa remains a divided society
- The assessment of the Diagnostic Study led to the development of the draft national plan released in November 2011.
- In August 2012 the National Cabinet accepted the Plan
- In Dec. 2012 the plan was also further discussed and widely supported by the ANC at its national conference in Mangaung.
- Henceforth, the plan must be used as a blueprint for planning and implementation to achieve its vision.

6 Pillars of the National Development Plan 2030

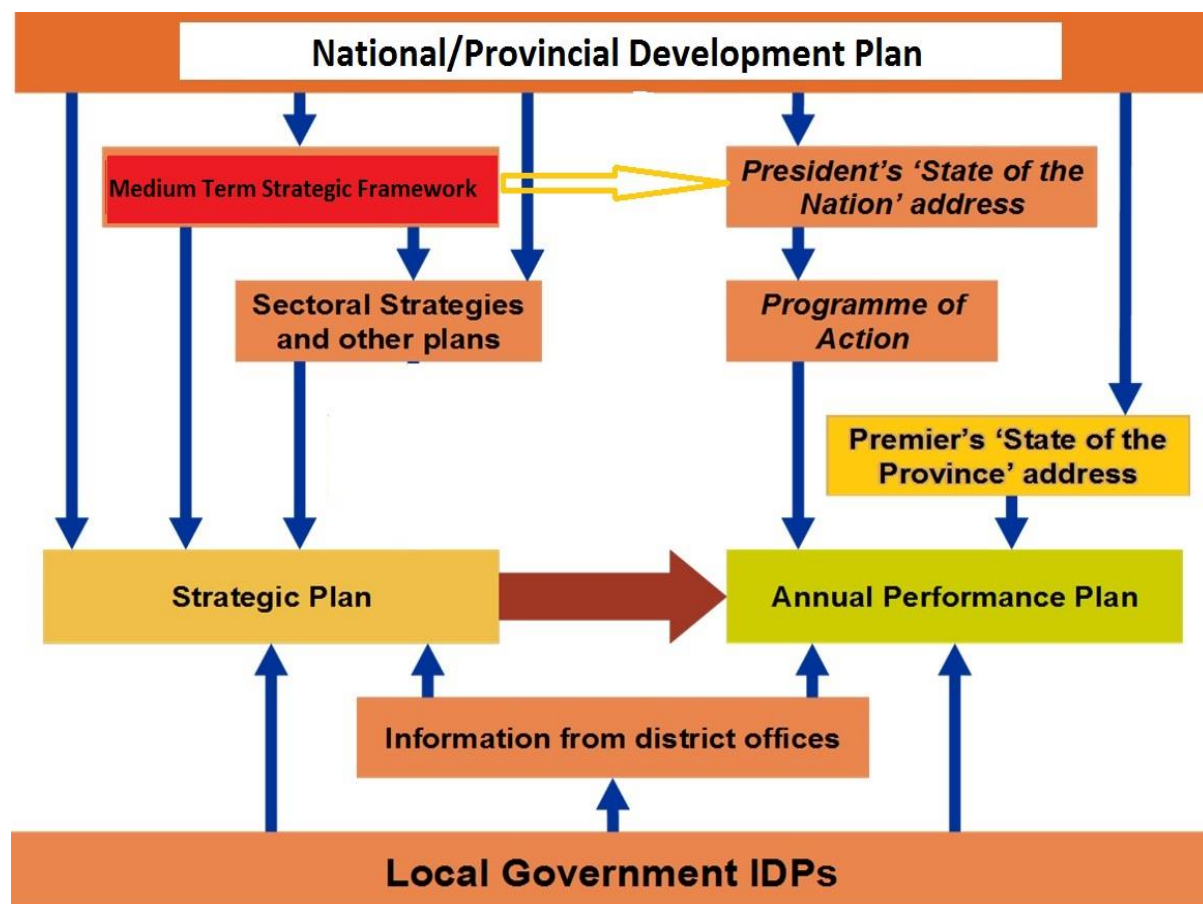
The objectives of the plan are the elimination of poverty and the reduction of inequality through:

- Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality
- Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable
- Raising economic growth, promoting exports and making the economy more labour absorbing
- Focusing on key capabilities of both people and the country:
 - Capabilities include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners
- Building a capable and developmental state
- Strong leadership throughout society that works together to solve our problems

Implementation Approach

The NDP is a plan for all South Africans, but government has a special role to play in leading its implementation and constructing accountability frameworks.

In doing so, it uses the existing MTSF framework but encapsulates it firmly into the strategic outline of the NDP.



The Implementation Plan

The 2014 – 2019 MTSF should now be conceptualised as a 5-year plan with actions, outputs and targets to be achieved in the medium term to set the country on a positive trajectory towards the long-term vision of the NDP. In doing so it will follow certain **Core Principles** for effective implementation:

- Broad ownership
- Continuous capacity building
- Policy consistency
- Prioritisation and sequencing
- Clarity of responsibility and accountability
- Continuous learning and improving
- Coordinated action

The key pillars of this Budget are:

- Global growth is improving, though uncertainty remains.
- South Africa's economy must grow faster and more inclusively.

REPOSITIONING, REBRANDING AND RENEWAL POLICY

The above policy was introduced by the 5th administration of North West to fast track service delivery. This policy is anchored on the following five concretes:

- Agriculture, Culture and Tourism (ACT)

Agriculture, Culture and Tourism were identified as three anchors of economic growth, especially in rural areas where poverty, unemployment and inequality is very high.

- Reconciliation, Healing and Renewal (RHR)

This pillar deals with the healing of communities and the ills of the past as a result of segregation and past apartheid laws. The aim is to get the communities under a new spirit of unity, reconciliation and healing.

- Saamtrek Saamwerk Philosophy

The philosophy is premised on collaboration with the religious, business and other critical sectors of society to pull resources together for the common good of the province. The Premier, in his 2015 State of the Province Address, pronounced that he will be the lead champion of Saamwerk-Saamtrek to engage forums with the Afrikaner communities to send a clear message that North West belongs to all who live in it, Black or White.

- Setsokotsane Approach

This is an accelerated and integrated service delivery approach that seeks to address service delivery challenges and backlogs in service delivery. The Office of the Premier will, in the next 5 years, take the lead and coordinate Setsokotsane initiatives, through service delivery oriented campaigns and consultation with communities. It is an approach for Radical Socio-Economic Transformation with special focus on VTSD.

- Villages, Townships and Small Dorpies (VTSD)

The population of North West Province is currently 3,2 million, residing in 767 villages, 72 townships and 23 small dorpies.

The negligence in development patterns of the rural areas are being addressed by this concrete. As historically proven, poverty, inequality and unemployment are more pronounced in villages, townships and small dorpies. The 5th administration intends to radically transform the development landscape in line with the NDP.

The Municipal VTSD Programme is included under the heading Villages, Townships and Small Dorpies

VILLAGES, TOWNSHIPS & SMALL DORPIES

VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short (2016/2017)	Medium (2017/18-2018/19)	Long (2019/20)
Broederstroom Poland	Gardening for the community NYDA- for skills training	29	12 houses of federation 2008- One high school working never functioned.	No water	Municipality	Provision of water Tanks	Installation of water Pipes	Building of water Reservoir
				No electricity	ESKOM	Installation of Electricity	Installation Electricity	Installation of Electricity
				No RDP – 12 houses from federation	Human Settlements	Identify Beneficiaries for RDP Houses	Appointment of Service Provider	Building of RDP Houses in terms of beneficiary list
				Need for mobile clinic or a clinic	Health	Provision of Mobile Clinic on specific Days	Appointment of a service provider.	Construction of a Clinic
				Need for pension pay point	SASSA	Provision of a tent and chairs as temporary resources	Appointing a service Provider	Building a community Hall and to utilized for a venue for Pensioners
				Unregistered children for grants	SASSA	SASSA to visit the villages and register children	Process application for final registration	Registration of children on the SASSA Data Base
				No schools, need for schools	Education	Provision of Mobile Classes	Appointment of Service Provider	Building of Primary, Secondary Schools
				No transport	Transport	Identification of potential service Providers	Appointment of service provider.	Provision of Transport to public.
				Disabilities	Social Development	Assessment of the nature of Disability	Provide necessary programs	Continuous monitoring of the disability programs
				No sports ground	Sports	Identify the area for creation of multi sports facility	Appointment of a service provider	Construction of a sports ground
				No crèches	Education	Identify a place to establish a learning center	Appoint a service provider	Construction of a Crèche
				Refuse removals	Municipality	Identify area for refuse placement	Establishment of buy Back Centers (Recycling).	Provision of refuse removal Transport
				50% unemployment	OOP/ ALL DEPTS	Provision of learnership/ Apprentice ship	Advertise vacant and funded posts	Fill in all vacant and critical posts
					Municipality	Provision of water Tanks	Installation of water Pipes	Building of water Reservoir

VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Dipompong	Enterprises development Crop farming *poultry *vegetation Brick making Candle making Baking skills Sewing projects	34	Tarred road in the village 2 boreholes sunk (currently out of commission) Pay point center 261 VIPs	Water in the area is desperately needed	Municipality	Provision of water Tanks	Installation of water Pipes	Building of water Reservoir
				Internal roads in a very poor state	Municipality	Appointment of Service provider	Revamping of bad Roads	Ensure proper maintenance on annual Basis
				Unemployment	OOP/ ALL DEPTS	Provision of learnership/ Apprentice ship	Advertise vacant and funded posts	Fill in all vacant and critical posts
				Apollo lights needed	ESKOM	Planning and budgeting	Commencement of the project	Completion of the project
				Health center (no staff in current clinic)	Health	Provision of Casual staff/ Nurses	Appointment of a full time Nurses and Doctors	Continuous appointment of graduated nurses
				Bridge to Madidi swept away many years ago. Bridge to Mafanela also lacking	Public works and Municipality	Build temporary steel bridge	Budget and planning for a permanent reinforced bridge	Construction of the bridge
				Crèche for area	Education	Identify a place to establish a learning center	Appoint a service provider	Construction of a Crèche
				Feeding scheme for school	Education	Budget and planning for catering	Appoint a service provider to supply catering for the learners	Continuous appointment of service providers and encourage schools to establish vegetable gardens
				Recreational facilities	Municipality	Budget and plan for sports ground	Construction of the sports ground	Maintenance of the sports grounds
				Develop enterprises	FEED/ NWC/ IDC	Conduct workshops on business	Assist interested candidates to register companies	Provide funding on projects
				Provision of RDP houses	DLG&HS	Identify Beneficiaries	Appointment of Service Provider	Building of RDP Houses in terms of beneficiary list
				Schools (Primary and secondary)	Education	Provision of Mobile Classes	Appointment of Service Provider	Building of Primary and High Secondary Schools
				Old age home	SASSA/ Soc. Development	Identify NGO's that can assist the elderly and the disabled	Plan and budget to build suitable old age homes	Construction of old age home
				Police station/ mobile station	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
				EPWP program	Municipality	Identify unemployed Youth	Planning and budgeting	Employ the identified youth
				Incomplete toilet project	DLG& HS	Identify incomplete VIP toilets	Planning and budget	Appoint service provider to complete the project

VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Dipompong				Library	Education	Establish a mobile library	Planning and budget	Construction of a library
				Speed humps for the tar road signs				
				Fencing of the graveyard and erection of toilets				
				Veterinary extension services				
				Fencing of Dipompong dam				
				Government programs not reaching township development e.g. for the indigent	Public works & municipality	Identify densely populated areas and schools	Planning and budgeting	Construction of speed humps
				Non responsive of government to intervene	Municipality	Planning and budgeting	Identify and appoint a service provider	Construction of fence and toilets
					READ	Identify areas for extension	Appoint beneficiaries	Establish extensions of veterinary
					Municipality	Planning and budgeting	Identify possible service provider	Construct and install fences
					All Departments/Municipality	Identify the community projects	Appoint Service Provider	Implement identified projects
					OOP	Consultation with community	Identify programmes needed	Implementation of government programmes

VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Fafung	Access water to Borakalalo to feed the community Agriculture communal land Agricultural cooperatives Human capacity knowledge in farming Different types (skills development finances, marketing) Sand (need finances to be a business person-development for the youth)	1	Road phase 1 and 2 Road phase 3 in progress Boreholes,	National/ provincial road from Jericho very bad	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
				150 RDP housing units	DLG&HS	Verification of beneficia-ries and appointment of a contractor	Commencement of the construction	100 housing units
				Upgrading internal roads	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
				Water sanitation	Municipality	Development and im-plement maintenance plan	Implementation of the plan	Ongoing maintenance
				High Mass Lights	Municipality	Planning and budgeting	Appointment and com-mencement of the project	Completion of the project
				Electricity (solar)	ESKOM	Installation of power station	Distribution of electricity to various households	Completion of projects
				Borehole not working	Municipality	Find alternative provision of water	Budgeting and planning for building a reservoir	Construction of the reservoir
				Road phase 2 incomplete (storm water)	Public works/ Municipality	Regular Blading of the current road	Planning and budgeting for storm water and completion of the road	Construction of the road and completion of the project
				Clinic 24 hours and shortage of staff	Health	Identify casual nurses with the Dept. of health	Have the nurse's work in shifts. Planning and budgeting	Employ the nurses permanently
				Fencing of grazing land and farms	Municipality/ READ	Planning and budgeting	Identify beneficiaries and service providers	Supply delivery and installation of fencing material
				Lack of proper consultation for the community	Municipality	Municipality has to improve its interaction with the community	Use media , loud hailing, Kgosi's and Councilors to communal meetings	Have regular meeting and announcements with the community s
				Crime is rising, need satellite police station	SAPS	Establish a satellite police station	Appointment of commu-nity Policing Forum	24 Hour Patrol by both Police and CPF Members
				Repair the bore-hole with immediate effect for the community to access water	Municipality	Identify the problem with the borehole	Repair the borehole where necessary	Regular maintenance of the boreholes
Hebron	No meeting, no community.	15	233 VIP Toilets, Hebron, Kgabalatsane, Rock-ville Bulk Water Supply, 117 Housing units	Shortage of Bulk water supply		Hebron/ Kgabalatsane/ Rockville/ Itsoseng/ water	Upgrading of internal roads of *Cluster 3 500 housing units	Upgrading of hebron taxi rank

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Klipgat	Business (small) enterprises Mall (new) Unemployment Grants	8, 24, 36	2 primary schools 2 high schools Special school Construction of new bridge New clinic Police station Community hall/ office as well	Industrial site	FEED	Provision of industrial site	Appoint Service Provider and budgeting	Establishment of industrial site
				Need more 1 primary and 1 high school	Education	Provision of mobile classrooms	Appoint Service Provider and budgeting	Construction of Primary/High School
				Road, transport infrastructure	Public works	Blading of the current road	Identify Service Provider and budgeting	Construction of the road
				RDP Housing (new development site for RDP)	DLG&HS	Identify beneficiaries	Appointment of the Service Provider	Implementation of the project
				Maintenance of land fill site, sports ground and schools	Municipality	Regular maintenance	Regular maintenance	Regular maintenance
			Electricity infrastructure	Need staff at the clinic	Health	Identify casual nurses with the Dept. of health	Have the nurse's work in shifts. Planning and budgeting	Employ the nurses permanently
			Storm water roads on going Phase 1, 2,3&4	High mass lights not working	Municipality	Planning and budgeting	Appointment and commencement of the project	Completion of the project
			Water/ sanitation pro-ject ongoing Water Supply Phase 1&2 Klipgat Sanitation Phase 1, Hebron, Kga-balatsane, Rockville Bulk Water Supply	Informal settlement rising	DLG&HS	Identify beneficiaries	Appointment of the Service Provider	Implementation of the project
			Klipgat Storm water, Klipgat Multi Purpose Centre, Klipgat, 679 Housing units	Rezoning	Municipality	Determination of business from Residential	Demarcation of residential/business	Applications for Re-zoning in terms of Special Land Use Man-agement Act(SPLUMA)
				Fire station/ satellite	Fire Station	Provision of temporary satellite	Appointment of Service Provider and budgeting	Construction of Fire Station
				Electricity in informal settlement areas	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
				Recreational facilities	Tourism	Identify areas for establishment of facilities	Appoint Service Provider	Construction of recreation facilities
				Fast tracing the process of buying land from	Land Affairs	Identify beneficiaries	Redistribution to beneficiaries	Redistribution to beneficiaries
				Sanitation	Water and Sanitation	Installation of pipes	Appointment of Service Provider	Implementation of the project
				Need of a new sewage point	Municipality	Installation of the extension	Appointment of Service Provider	Construction of the Project

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Klipgat				Upgrading of sewage plant.	Municipality	Development of maintenance Plan	Appointment of Service Provider	Construction of the Project
				Shortage of Bulk water supply		Klipgat extention water supply, Klipgat stormwater, Hebron/ kgalalatsane/ rockville/itsoseng/ water	Upgrading of internal roads of *Cluster 4, Klipgat library	Klipgat sanitation project 1000 housing units
Klipvoorstad	Livestock farming.	1	Electricity.	Crime.	SAPS	Establish a satellite police station	Appointment of com-munity Policing Forum	24 Hour Patrol by both Police and CPF Members
	Sand Mining.		Community Hall.	High Mass Lights.	Municipality	Planning and budgeting	Appointment and com-mencement of the project	Completion of the project
	Tourism Recreation increase economy. Dam-to the		RDP Houses.	Only 5 RDP House.	DLG&HS	Identify beneficiaries	Appointment of the Service Provider	Implementation of the project
			Water Harvesting tanks.	Gravel Road- no maintenance.	Public Works	Blading of Road	Maintenance	Maintenance
			VIP Toilets.	Water supply very inadequate.	Water Affairs	Extension of water pipes	Appointment of Service Provider	Installation of extended pipes
			Mobile Clinic- once a month.	No benefits from the water or game reserve.	Tourism	Installation of water pipes	Appointment of Service Provider	Implementation of Project
			Primary school.	Gardening Projects collapsed.	READ	Planning and budgeting	Identify beneficiaries and service providers	Supply delivery and installation of fencing material
			21 Housing units	No police station, only at Jericho.	SAPS	Establish a satellite police station	Appointment of commu-nity Policing Forum	24 Hour Patrol by both Police and CPF Members
				No crèches and high schools.	Education	Identify a place to establish a learning center	Appoint a service provider	Construction of a Crèche

Name of VTSD areas	OPPOR-TUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Oskraal	Agriculture	35	Electricity	Additional Electricity and Mass lights.	Municipality	Installation of Power station	Distribution of electricity to various households	Completion of projects
			Water Tanks	Still need more Water.	Municipality	Installation of water pipes	Appointment of Service Provider	Implementation of Project
				Need VIP Toilets.	Municipality	Provision of toilets	Maintenance	Maintenance
				Need internal Roads.	Municipality	Blading of Road	Maintenance	Maintenance
			96 VIP Toilets 30 VIP toilets. Speed Humps,	Formalization of the area.	DLG&HS	Feasibility Study	Identify infrastructural needs	Implementation of project
				Dumping site, not conducive for our health.	Municipality	Construction of Landfill	Maintenance	Maintenance
				Need for a recreational site- & a Community Hall.	Tourism/ Municipality/ Sports	Identify availability of space	Appointment of Service Provider	Implementation of project
			Madidi-Oskraal Reservoir, 4300 Water meters	Clinic/ Mobile Clinic.	Health	Identify casual nurses with the Dept. of health	Have the nurse's work in shifts. Planning and budgeting	Employ the nurses permanently
				Police Station.	SAPS	Establish a satellite police station	Appointment of com-munity Policing Forum	24 Hour Patrol by both Police and CPF Members
				Transport for school and still need a school	Education	Provision of learner transport and a school	Appointment of Service Provider	Implementation of Project
				Community Library.	Education	Identify space for construction of the Library	Plan and budget to build suitable Library	Construction of a Library
				Support for community projects/ NGO's.	Social development	List of identified projects	Appointment of Service Provider	Implementation of Projects
				Cleaning of vacant land.	Municipality	Provision of craters	Appointment of Service Provider	Implementation of project
				Upgrade of ward committee offices.	Municipality	Renovation of the offices	Appointment of Service Provider	Implementation of the Project
				Skills development/ Training center. Unemployment-Job opportunities	OOP/ FEED	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
				ABET School.	Education	Identify a place to establish a learning center	Appoint a service provider	Construction of a Crèche
							New northern reg landfill site / oskraal, Upgrading of internal roads of *Cluster 5	600 housing units
	Skills development/ Training center.							

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Sephai	Agriculture, Farming. Cooperatives formed but not off the ground due to no funding and lack of information.	1	High mast lights, although not enough.	Crime is rising. More High Mast Lights are needed.	SAPS/ Municipality	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
			Community Hall.	Hall needs to be renovated.	Municipality	Renovation of the offices	Appointment of Service Provider	Implementation of the Project
			Main road to Sephai village tarred.	Small dam need to be revamped.	Municipality DLG&HS DWARTS	Feasibility Study	Electricity water pump	Implementation of the projects
			190 Houses Electricity,	Fencing needed to secure the life stock. Cemetery with palisade fencing.	Municipality/ Agriculture	Provision of fencing	Appointment of Service Provider	Implementation of project
				Most pensioners in nearby villages received Jojo's, except Sephai Village pensioners.	Municipality	Provision of Jojos	N/A	N/A
				Crèche is there but not registered.	Education	Needs identification compliance Nom's and Standards	Registration in terms of the Children's ACT	Continuous Monitoring and maintenance
				No clinic. The nearest clinic is in Fafung village which is approximately 4.5km away.	Health	Provide Mobile Clinic	Planning Phase and followed SCM Processes, appointment of Service provider	Completion and Hand over
				The road is full of potholes.	Public works	Filling of Potholes	Maintenance	Maintenance
				No transport to school.	Education	Provision of school transport	N/A	N/A
				Need electricity to pump water.	Municipality	Provision of Solar Power	Alignment of ESKOM and Local Municipality plans	Implementation of the project
				Solar systems needed.	Dept. of Energy	Provision of Solar Power	Alignment of ESKOM and Local Municipality plans	Implementation of the project
				Capacity of water is insufficient (4000 watts)	Water affairs	Increase capacity	Installation of extra pipes	Construction of Reservoir

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPON-SIBLE DE-PARTMENT	GOVERNMENT PLANS		
						Short term	Short term	Short term
Madinyane	Upgrading of old high school Agricultural pro-jects-200 hectors Madinyane west available Upgrading of Madinyane com-bined school Workshops on incu-bation (agriculture and SMMEs) Solar energy projects Security in Madin-yane combined , sports ground and toilets school(burglar)	34	Pipe of waters (running water VIP 43 Toilets (Madinyane west) Kgolane Goat Project 4 Boreholes 200 Houses Electricity	Baikagedi section- no water only 2 Jojo tanks	Municipality	Increased water Tanks	Planning Phase/ Design	Implementation and Construction
				Not all household have electricity	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
				Generators stolen, only 1 left out of 3	Municipality	Provision of security	Maintenance	Maintenance
				Water sanitation	Municipality	Installation of pipes	Appointment of Service Provider	Implementation of the project
				Clinic –no clinic Moilwetswana clinic 8 kilos from Madinyane	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
				Electricity	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
	Computer lab with equipment – ICT connection needed Internal roads (pavement) High mast lights 5 D602 road(provincial road) Fencing of 4 cemeteries		Mobile clinic	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.	
			Demarcation	Municipality	Conduct Imbizo	Determine the boundaries	Demarcate in terms of boundaries	
			They need RDP houses	DLG & HS	Compile a List of Benefi-ciaries and appointment of the Contractor	Budget and commen-cement of the Project	Completion and Imple-mentation of the Project	
			No public transport (no taxis, 11 buses) in between hours public transport needed urgently	Transport	Lobby Taxi Association and encourage taxis owners to provide taxis in these villages	Lobby Taxi Associa-tion and encourage taxis owners to pro-vide taxis in these villages	Lobby Taxi Association and encourage taxis owners to provide taxis in these villages	
			Baikagedi and Madinyane west Section are occupying informal settlement therefore need their land to be formalized	Land Affairs	Identify beneficiaries	Redistribution to beneficiaries	Redistribution to beneficiaries Madinyane WC/WDM 100 housing units	

VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
DAMONSVILLE	Agriculture	21	300 RDP Houses 177 outstanding	Building High school	EDUCATION	Planning Phase and visibility study	Implementation of the project	Construction of the project
	Mining		8% of people have water connected to their yards	Crime rate too high	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
	Establishment social hub		Electricity	Unemployment	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of and Placement by Sector Dept. Monitoring and Support
	Enterprise development centre – skills dev. Hub		Streets lights have been installed	Not enough RDP Houses	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
	Youth development		4 High mast light	Illegal connection of electricity	ESKOM	Reporting to authorities(SAPS)	Rollout electrification programme	Implementation of the project
	Drug awareness programs		Internal roads	Selling of RDP houses	DLG & HS	Report the matter to relevant Authority	Conduct preliminary enquiries	Full investigations to be conducted by SAPS
	Community Integrated (social) projects		Library	Street lights not working	ESKOM	Replacement of lights	Maintenance to be conducted regularly	Maintenance to be conducted regularly
	Early childhood Development		One clinic	Internal roads are bad@ RDP houses	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
			Community hall	Need bigger clinic	Health	Provide Mobile Clinic	Appointment of service provider	Implementation of the project
			Stadium built	Renovation of community hall	Municipality	Provision of maintenance material	Regular Maintenance to be provided	Maintenance
			150 Houses electricity, 366 Housing units				500 housing units	500 housing units

VTSD area	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Kwariakraal	Livestock farming(READ) Crop farming(READ) Tourism(Tourism)		Kwariakraal 116 VIP Toilets, 29 housing units Mmasebolane Water Supply (Boreholes , Water storages an stand pipes)	Water and sanitation (Allocation of diesel is not enough for water pump) Provision of health care	Municipality	Installation of pipes	Appointment of Service Provider	Implementation of the project
				Internal roads	Municipality	Blading of Roads	Maintenance	Maintenance
				Electricity	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
				RD houses	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
				Community hall	Municipality	Provision of maintenance material	Regular Maintenance to be provided	Maintenance
				Recreational facilities	Tourism	Identify availability of space	Appointment of Service Provider	Implementation of project
				Access to information	FEED/ NWC/ IDC	Conduct workshops on business	Assist interested candidates to register companies	Provide funding on projects
				Unemployment rate too high	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of and Placement by Sector Dept. Monitoring and Support
				Water and sanitation (Allocation of diesel is not enough for water pump) Provision of health care	Installation of pipes	Appointment of Service Provider	Implementation of the project	Installation of pipes
								100 housing units

Name of VTSD areas	OPPOR-TUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Majakaneng	Tourism	7	Some internal roads X3 Schools X2 Primary X2 High School Clinic High Mass Lights Food scheme for schools Cemetery Reservoir Electrifications Water (some houses) 20 Water Tanks Supplied, Internal Tar Roads, Speed Humps, Tar roads, Upgrading of Majakaneng Cemetery	Bus route (tarring completion)	Public works	Regular Blading of the Roads and planning design	Supply Chain Processes to be followed	Implementation and completion of the Project and regular maintenance
	Taxi Industry			Library *expansion of library	Education	Planning Phase and visibility study	Implementation of the project	Construction of the project
	Mining houses			Crime	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
	Skills development-brick making, welding etc.			High number of foreigners	Home Affairs	Determine Status	Liaise with relevant departments	Separate in terms of status
				Child- headed families	Social Development	SASSA to visit the villages, identify the child headed homes	Planning and budget. Appoint service provider/ NGO	Provide continuous monitoring and support
				Title deeds Ownership of land to be unlocked to secure title deeds	Land Affairs	Identify possible owners	Process Title deed application	Issue owner with title deeds
				Community Hall needed	Municipality	Planning Phase and visibility study	Implementation of the project	Construction of the project and handing over
				Proper sanitation	Municipality	Appointment of Service Provider	Implementation of the project	Installation of pipes
				Water and reticulation	Municipality	Appointment of Service Provider	Implementation of the project	Installation of pipes
				Unemployment	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of and Placement by Sector Dept. Monitoring and Support
				Land and housing	Land Affairs/ DLG&HS	Identify beneficiaries	Redistribution to beneficiaries	Redistribution to beneficiaries
				School transportation	Education	Provision of school transport	N/A	N/A
				Roads and storm water	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
				Electricity	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
				Social services	Social Dev/ SASSA/ NGO's	SASSA to visit the villages & register people with disabilities and the elderly. Identify what the community needs	Process application for final registration. Appoint service provider	Registration of the disabled and elderly on the SASSA Data Base. Provide continuous monitoring and support
							1000 housing units	Majakaneng water supply augmentation

Name of VTSD areas	OPPORTU-NITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Mmakau Maumong	Mining	19	Borehole and fence	Clinics	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
	Water reservoir		498 houses electrified	Roads and storm water drainage	Public works	Regular Blading of the Roads and planning design	Supply Chain Processes to be followed	Implementation and completion of the Project and regular maintenance
	Mining of platinum by Xstrata & Glencore Granite Mining		501 houses units	RDP house of poor quality and they are few	DLG & HS	Compile a List of Bene-ficiaries and appoint-ment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
			Speed humps	Emergency service cars	SAPS/ Health/ FIRE	Establish a satellite police station and fire station. Provide mobile clinic	Appointment of community Police Forum	24 Hour Patrol by both Police and CPF Members
	Poultry farming		Construction of 2 reservoirs	None implementa-tion of IDP projects	Local government	Identify IDP projects	Appoint Service Providers	Roll-out the 5year IDP programme
	Heritage site		Bulk water pipe upgrade Mmakau reticulation Borehole and Fence, 498 Houses electricity,501 Housing units, Speed Humps, Construction of 2 Reservoirs, Bulk Pipe upgrading, Thetele and Switch internal roads, Mmakua reticulation	Cemetery full	Municipality	Identification of vacant Land	Fencing the yard and Installation Toilets	Continuous Maintenance on the Land
		Water supply and leakages		Water affairs	Appointment of Service Provider	Implementation of the project	Installation of pipes	
		Local procurement not done		Municipality	VTSD Approach	Implementation	Integration and Implementation	
		Upgrade of sport grounds		Sports	Identify a Land and prepare for Sports Activities	Appoint a service provider SCM Pro-cesses to be followed	Implementation of the project and Handing over the Project	
		Mmakau heritage site development		Municipality	Identify the heritage site	Planning and budget-ing. Appointment of Service Provider	Implementation of project	
		Granite mining beneficiation		Municipality	Identify beneficiaries	Implementation	Implementation	
		Appointment of Kgosi		OOP/DECATA	Procedural Process	Consultation and Appointment	Appointment	
		Development of mall/ complex		FEED	Identification of Land and conduct feasibility study	Implementation of the project	Construction of the project	
		Maintenance of provincial road		Public works	Regular Blading of the Roads planning and design	SCM Processes to be followed	Implementation and com-pletion of the Project regu-lar maintenance to be conducted	
		Poultry farm to be resuscitated	Agriculture	Conduct workshops on farming	Assist interested candidates to register cooperatives	Provide funding on farming projects		

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Mmakau				Library	Education	Planning Phase & visibility study	Implementation of the project	Construction of the project
				Waste transfer station	Municipality	Identify area for refuse placement	Establishment of buy Back Centers (Recycling)	Provision of refuse removal Transport
				200 RDP houses needed	DLG & HS	Compile a List of Beneficiaries & appointment of the Contractor	Budget and commencentment of the Project	Completion of the project an Implementation of the Project
				Upgrading of roads of cluster 8	Public works	Regular Blading of the Roads planning and design	SCM Processes to be followed	Implementation and completion of the Project regular maintenance to be conducted
		18	Internal Roads	Roads and Apollo lights needed in all wards	Municipality/ Public works	Regular Blading of the Roads planning and design	SCM Processes to be followed	Implementation and completion of the Project regular maintenance to be conducted
			RDP provided, but are of poor quality rural housing programme	RDP houses *poor quality and workmanship *needs PHP	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
				Need social workers-problems of substance abuse by school children	Social development/ Health/ SAPS	Create Community awareness on the impact	Establishment of entertainment facilities that youth	Rehabilitation of Drug addicts by relevant government institutions
			Mushiapere	Water- shortage in Ramolapong- refused tinkering (2yrs)	Water affairs	Appointment of Service Provider	Implementation of the project	Installation of pipes
			Clinic	Relief of distress great-SASSA assistance-Brits	SASSA	Utilization of the existing Community Hall as a Pay Point	Development of a Multi-purpose Centre	Building a Multi-purpose Centre
				Chronic disease, poor assistance by Doctors need extension for working hours *medication not available	Health	Identify casual nurses with the Dept. of health	Have the nurse's work in shifts and a Doctor to visit the clinic once a week. Planning and budgeting	Employ the nurses permanently and have enough stock for medication
			Homes- Emmanuel Old Age Homes X2 High school X6 Primary	No assessment by social workers No proper care- meals	Social development	Assessment be done and provision of care-meals to the aged.	Monitoring	Monitoring
				Registration= R200-Malatse; Tsogo-Registration= R2000	Education			
			Sites for church Police station	Sites for churches	Land affairs	Identify land	Planning and budgeting	Construction of project
				Ineffective- cannot deal with social crime	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
						Mmakau library		200 housing units

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Short term	Short term
Mooiinooi	Vegetable farming.		VIP toilets.	RDP houses.	DLG &HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project and Implementation of the Project
	Sewing project. Poultry farming. Retail.		Land ownership	Water shortage.	Water affairs	Appointment of Service Provider	Implementation of the project	Installation of pipes
			Community Hall	Need a playing ground.	Sports	Identify a Land and prepare for Sports Activities	Appoint a service provider SCM Processes to be followed	Implementation of the project and Handing over the Project
				Need a clinic.	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
	Need information and training on how to establish a corporation.		Need a school.	Education	Planning Phase and visibility study	Implementation of the project	Construction of the project	
			Government service- *satellite-Home affairs * social development *police station *school transport	OOP	Mobile govt, services to be provided	Appointment of Service Provider	Implementation of Project	
			High Mass Lights.	Municipality	Planning and budgeting	Fix and repair the current High mast lights. Appointment and commencement of the project	Completion of the project	
			Shopping complex.	FEED/NWDC	Submit Plan and budget	Appointment of Service Provider	Construction of project	
			Skills development center.	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of and Place-ment by Sector Dept. Monitoring and Support	
			Internal roads.	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road	
			Cemetery.	Municipality	Identification of vacant Land	Fencing the yard and Installation Toilets	Continuous Maintenance on the Land	
			Unpurified water.	Municipality	Planning Phase/Design	Appoint service provider	Implementation and Construction	
			Transport infrastructure.	Transport	Identification of potential service Providers	Appointment of service provider.	Provision of Transport to Public.	
			Land shortage.	Land affairs	Identify beneficiaries	Redistribution to beneficiaries	Redistribution to beneficiaries	
						Mooiinooi fire station 2000 housing units	1500 housing units	

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Mothotlung Township	There was no meeting. The Councilor said he was not informed in time (Mr. Davies) so he did not mobilize the community.	20	750 Yard Connections, Tar Road Rehab, 3 High Mast Lights Sewerage Plant, Mothotlung Storm water, Mothotlung Ext 2 water reticulation Mothotlung Ext 2 bulk sewer outfall Mothotlung Taxi Rank, Mothotlung waste water treatment works phase 1 and 2, Mothotlung Storm Water Phase 2-5, 1565 Housing units	Bulk water supply shortages, Sewer reticulation needs to be upgraded old infrastructure		Mothotlung waste water treatment works, Mothutlung storm water	*Cluster 2 internal roads,	Upgrading of Mothotlung outfall sewer, development of hawkers pavillion

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Rabokala	Agriculture-farming, crop.	35	Chicken farm.	Community members were given chickens individually and it ends up collapsed because there is lack of management (food, maintenance and end up dead)	READ	Conduct workshops on farming	Assist interested candidates to register cooperatives	Provide funding on farming projects
	Sewing and knitting.		High mass light.	High mass light not enough for the entire village as they have 5 sections, need 2 lights for each section. These lights are not working since they have been installed.	Municipality	Planning and budgeting	Fix and repair the current High mass lights. Appointment and commencement of the project	Completion of the project
	Bricks project.		Mmeledu has been renovated and classes were increased.	Internal roads need grading, needs paving.	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
			Crèche not supported and subsidised and no supply of food and toys for kids.	This is the only ward that is not taken serious.	OOP/Social Development	Supply of food ratio and toys for kids	Monitoring	Monitoring
			Kutullo project (disabilities) government funding (social development)	No water in pump connection. Water truck does not provide enough water. The truck comes only twice a week and does not deliver to all sections.	Municipality	Increased water Tanks	Planning Phase/Design	Implementation and Construction
			Feeding schemes available at all schools but not enough for all the kids.	Lack of electricity in Lerulane and other communities.	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
			9 VIP toilets	Need about 1000 RDP housing.	DLG&HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project and Implementation of the Project
				Clinic- only opened from 7am – 4pm. Shortage of medication and ambulance takes long to come.	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
				No police station in the village (no satellite)	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
				There's a lot of crime due to lack of work.	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
				Land is available, requesting that Government creates projects for the community.	OOP/READ	Make intervention on subsistence and other farming projects	Appointment of Service Provider	Implementation of Project

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Short term	Short term
Rabokala				Borehole not working and they are plus minus 20 boreholes in the village- need to be utilized.	Municipality	Find alternative provision of water	Budgeting and planning for building a reservoir	Construction of the reservoir
				Ba ba Thari Entsho cultural group has been established and need funding from Government.	OOP	Conduct workshops on business	Assist interested candidates to register companies	Provide funding on projects
				Sports activities need funding also.	Sports	Identify the area for creation of multi sports facility	Appointment of a service provider	Construction of a sports ground
				Unemployment- needs skills development for unemployment youth.	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of and Placement by Sector Dept. Monitoring and Support
				Councilor is not communicating with the community and it's a challenge to the community. The councilor does not update and inform the community.	Municipality	Municipality has to improve its interaction with the community	Use media , loud hailing, Kgosi's and Councilors to communal meetings	Have regular meeting and announcements with the community s
				Water, High Mass Light Gravel of Roads is most needed.	Municipality	Installation of Power station	Distribution of electricity to various households	Completion of projects
							Upgrading of internal roads of *Cluster 7	100 housing units

Name of VTSD areas	OPPOR-TUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Ramokgatla	Agricultural sites Ramokgatla poultry cooperatives Site for SSSA facility Ramokgatla farming Mathole Cash store Multipurpose center which includes community hall and other services	34	22 VIP Toilets	Water and sanitation 4 jojo tanks 3 VIP toilets	Municipality	Installation of pipes	Appointment of Service Provider	Implementation of the project
			25 RDPs of the 25, 5 houses have no electricity	Roads and storm water. Paved internal roads. Street and high mast lights Tarred main road which connects Madinyane village Rework the two bridges on the main road	Public Works	Regular Blading of the current road	Planning and budgeting	Construction of the road
			145 Houses Electricity Ramokgatla Broiler	Electricity	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
				Clinic	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of
				Public transport (taxi)	Transport	Identification of potential service Providers	Appointment of service provider.	Provision of Transport to Public.
				7 RDP houses	DLG &HS	Compile a List of Beneficiaries and appointment of Contractor	Budget and commencement of the Project	Completion of project and Implementation of Project
				Provision of management training to existing cooperatives	FEED	Conduct workshops on business	Assist interested candidates to register companies	Provide funding on projects
				SASSA pay point facility	SASSA	Mobile SASSA pay point	Dev of a Multi-purpose Centre	Building Multi-purpose Centre
				Maintenance of sport ground and equipment's	Sport	Planning and budgeting	Appointment of a service provider	Regular maintenance of sports ground and provide sporting equipment
				Old age facility and care givers	Social development	Identify NGO's that can assist the elderly and the disabled	Plan and budget to build suitable old age homes	Construction of old age home
				Tractor for planting and harvesting Lucerne build storage for Lucerne fence feed lot and fence to demarcate crop and animal production farming water and irrigation fix boreholes access and purify river water for agriculture	READ	Identify land for communal farming	Redistribution to beneficiaries	Continuous maintenance and monitoring of the farm
				Community goes to Brits for health services, mobile Clinic come once in two months	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
				Have only 11 buses which operate within specific times, from 8h30 in the morning until 16h30, buses are not working and have no taxis between those times.	Transport	Identification of potential service Providers	Appointment of service provider.	Provision of Transport to Public.
				Only three Committee Members represented the whole community	Municipality	Municipality has to improve its interaction with the community	Use media, loud hailing, Kgosi's and Councilors to communal meetings	Have regular meeting and announcements with the community s
								100 housing units

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Valboschloot	Farming (livestock)	1	Community Hall	The road is about 7km is bad and currently not maintained.	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
	Mineral Resources		High mass lights	Water shortage	Water Affairs	Provision of water Tanks	Installation of water Pipes	Building Water Reservoir
	Farming Machinery- the area has spatial land		68 (VIP's) Toilets	Need RDP housing	DLG&HS	Compile a List of Beneficiaries & appointment of the Contractor	Budget and commencement of the Project	Completion of the project and Implementation of the Project
			327 Houses Electricity	Drought relief	READ	Find alternative provision of water	Budgeting and planning for building a reservoir	Construction of the reservoir
			Water reservoir water supply for livestock Nguni Projects					100 housing units

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Refentse	Hartebeespoort dam	30 &33	155 Housing units	Clinic, Mobile clinic & Ambulances needed	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
	RDP houses			High mast lights	Municipality	Installation of Power station	Distribution of electricity to various households	Completion of projects
	CPF (Policing)			Unfinished RDP houses, RDP houses	DLG & HS	Compile a List of Beneficiaries & appointment of the Contractor	Budget and commencement of the Project	Completion and Implementation of the Project
	Skills development center			Toilets & Sewage leakage	Municipality	Provision of toilets	Maintenance	Maintenance
				Recreational facilities	Tourism	Identify availability of space	Appointment of Service Provider	Implementation of project
				High rate of unemployment	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of & Placement by Sector Dept. Monitoring and Support
				Primary & High Schools & Scholar Transport	Education	Appoint service provider to transport scholars. Provision of Mobile Classes	Appointment of Service Provider	Building of Primary, Secondary Schools
				Police van	SAPS	Establish a satellite police station	Appointment of community Police Forum	24 Hour Patrol by both Police and CPF Members
				Day care Center & E.L.C	Education	Identify a place to establish a learning center	Appoint a service provider	Construction of a Crèche
				Refuse removal	Municipality	Identify area for refuse placement	Establishment of buy Back Centers (Recycling)	Provision of refuse removal Transport
				Title deeds	DLG&HS	Identify possible owners	Process Title deed application	Issue owner with title deeds
				Speed humps R511	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
				Roads	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
				Clinic, Mobile clinic & Ambulances needed	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
							Electrification: refentse	

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Oukasie	Car wash	13,22, 21	90% yard connection	Lack of space for farming	READ	Identify beneficiaries	Redistribution to beneficiaries	Redistribution to beneficiaries
	Farming (lack of space)		Ongoing development on internal roads	Proper shelters for NGO's that operates as hospices as well as training for the NGO's	Social Development	Mobile SASSA pay point for every section	Development of a Multi-purpose Centre	Building a Multi-purpose Centre
	Stalls for fruits & vegetables		20 high mast lights	Substance abuse	Health/ SAPS	Establish a satellite police station	Appointment of community Police Forum	24 Hour Patrol by both Police and CPF Members
	Dress makers		90% of house with electricity	Crime committed by foreign people	SAPS	Establish a satellite police station	Appointment of community Police Forum	24 Hour Patrol by both Police and CPF Members
	Hair salon		2 primary school	Clinic in ward 13 or mobile clinic	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
	Training/ Sports facilities (Gym)		1 high school	Lack of intervention for SMMEs from government	FEED/ NWDC/ IDC	Conduct workshops on business	Assist interested candidates to register companies	Provide funding on projects
	Clothes selling		Clinic in ward 21	Police station	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
			Outfalls Sewer up-grade, Internal Tar Roads, Tar Road Rehab, Speed Humps, 1519 Houses, Oukasie Storm water phase 1 – 5, 1831 Housing units			*Cluster 2 internal roads, Oukasie waste transfer station, Oukasie storm water phase 5, Oukasie main electricity supply 10 mva transformer 1237 housing units	Upgrading of Oukasie taxi rank, Electrical distr. network refurbishment: Oukasie	Development of hawkers pavillion

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS			
						Short term	Medium term	Long term	
Madidi	Brick making (river sand) Vegetable production Resort (tourism)	3	5 boreholes installed RDP houses (650) 3 high mast lights	Water & sanitation (sewage system)	Municipality	Installation of pipes	Appointment of Service Provider	Implementation of the project	
				V.I.P Toilets	Municipality	Provision of toilets	Maintenance	Maintenance	
				RDP houses	DLG &HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project	
	Underground water		Health care center	Storm water system	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road	
				Multipurpose center	Electricity	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
					VIP toilets	Recreational facilities	Tourism	Identify availability of space	Appointment of Service Provider
	Trained learners by construction/ road making		Access to roads		Resurfacing of tarred road	Public work	Regular Blading of the current road	Planning and budgeting	Construction of the road
				Madidi-Oskraal Reservoir, Bulk Pipe Lines, 4300 Water meters, 510 Housing units	Services from Social development & grants center for people with disabilities	SASSA	SASSA to visit the villages and register people with disabilities and the elderly	Process application for final registration	Registration of the disabled and elderly on the SASSA Data Base
					Water Tanks	Municipality	Provision of water Tanks	Installation of water Pipes	Building of water Reservoir
			RDP Houses		DLG &HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project	
					Upgrading of internal roads of *Cluster 4, Madidi multi-purpose centre				

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Lethakeneng	Farming Land available but there are no resources.	34	Tarred Road (5KM) 20B- An enterprise learner ship was given to 3 people by the municipality 16 VIPs	Clinic is 25 km, Mobile clinic comes once a month for elderly & immunization only	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
				Water for the whole community and irrigation	Municipality/ Water Affairs	Find alternative provision of water	Budgeting and planning for building a reservoir	Construction of the reservoir
				Computer labs at schools	Education	Planning and budgeting	Appointment of service provider	Construction of computer lab and installation of computers
				No monitoring of the Bakery which was provided by the Social development	Social Development	Planning and budgeting	Appoint an NGO and provide maintenance and regular monitoring of the bakery	Provide continuous
				Satellite police station	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
				High mast lights and community hall	Municipality	Installation of Power station	Distribution of electricity to various households	Completion of projects
				Roads (Internal)	Public Works	Regular Blading of the current road	Planning and budgeting	Construction of the road
				Sewage system	Municipality	Installation of the extension	Appointment of Service Provider	Construction of the Project
				RDP houses	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
							Upgrading of internal roads of *Cluster 7	Lethakaneng wc/wdm

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Kgabalatsane	Farming sunflower		Building of hall	Water supply, bulk pipeline, water reservoir plant to be operational	Municipality	Find alternative provision of water	Budgeting and planning for building a reservoir	Construction of the reservoir
	A lot of useful sand e.g. River sand, plaster and Bo sand Cattle and poultry farming Meriting dam to be converted to a recreational park Skills development center		Erection of 3 high mast lights not working	Yard connection	Municipality	Find alternative provision of water	Budgeting and planning for building a reservoir	Construction of the reservoir
			Grading of roads	Borehole to be functional/ repaired	Municipality	Find alternative provision of water	Budgeting and planning for building a reservoir	Construction of the reservoir
				Clinic to be expanded & operate 24 hours including shelters outside	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
				Tarred roads around the village	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
				No community library	Education	Identify space for construction of the Library	Plan and budget to build suitable Library	Construction of a Library
				No community hall	Municipality	Planning Phase and visibility study	Implementation of the project	Construction of the project and handing over
				High usage of drugs	Health/ SAPS	Establish a satellite police station	Appointment of community Police Forum	24 Hour Patrol by both Police and CPF Members
			Electricity in Kagisano Block G, E, & Kgabalatsane	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects	
			Kgabalatsane Sports Facility	Water reticulation				
			Hebron, Kgabalatsane, Rockville	Upgrading of internal roads of *Cluster 3				

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Jonathan	Cooperatives (farming) but rain dependent Livestock but no camps and this pose a challenge	1	Water provided-boreholes & tanks	No roads	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
			Electricity	No high mast lights	Municipality	Planning and budgeting	Appointment and commencement of the project	Completion of the project
			RDP 30 units, but water only on main road	Unemployment is high	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of and Placement by Sector Dept. Monitoring and Support
			89 VIPs,	Village graduates leave the area because of no developments	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of and Placement by Sector Dept. Monitoring and Support
				No primary school (closed as a result of rationalization nearest primary school is about 20km away from the village)	Education	Provision of Mobile Classes	Appointment of Service Provider	Building of High Secondary Schools
				No clinic, only mobile which comes just a month	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
				No electricity at Puo Pha Secondary School	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Jericho	Livestock farming	2	Bulk pipeline	Water and sanitation incomplete water supply project (3 Projects)	Municipality	Installation of pipes	Appointment of Service Provider	Implementation of the project
	Piggery		190 VIP Toilets	Roads- Potholes on the main Road link Tarred Road from Jericho to Rashoop	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
	Cattle		Speed Humps	Electricity	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
	Chicken		84 VIPS	RDP HOUSES	DLG&HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
	Crop farming		Bus road reservoir	Apollo Lights, only 3 Working and more needed	Municipality	Planning and budgeting	Appointment & commencement of the project	Completion of the project
	Feedlot		Bulk pipe upgrading Jericho to Makgabetlwane (7km)	Social services- SASSA pay point is only one and very far from other sections	SASSA	Mobile SASSA pay point for every section	Development of a Multi-purpose Centre	Building a Multi-purpose Centre
	Tourism		Jericho Multipurpose center	Recreation facilities	Tourism	Identify areas for establishment of facilities	Appoint Service Provider	Construction of recreation facilities
	Community initiated project-community art center (old unused buildings)		96 housing units	Incomplete and neglected sport ground	Sports	Identify the area for creation of multi sports facility	Appointment of a service provider	Construction of a sports ground
				Clinic – no ambulance. No maternity service. Inade-quate hygiene Not disability friendly. Limited operating hours	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
	Cultural village			Library, Shortage of compu-ters. Limited working hours Library space is too small	Education	Increase staff so that they work in shifts, library to extend working hours	Plan and budget to build a bigger library, to buy the computers	Construction of a Library and appoint service provider for new computers
				Housing Beneficiary confirmation Shortage is still high	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commence-ment of the Project	Completion of the project an Implementation of the Project
				Feed lot incomplete				
				Multipurpose center	Public Works	Feasibility study	Appointment of Service Provider	Implementation of project
				No fencing	Municipality	Planning and budgeting	Identify possible service provider	Construct and install fences
				No recreational facilities	Tourism	Identify areas for establishment of facilities	Appoint Service Provider	Construction of recreation facilities
				VIP toilets - selective and unfair distribution	Municipality	Identify beneficiaries who need the VIP toilets	Planning and budget	Provision of services firmly in terms of identified beneficiaries,

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Short term	Short term
Jericho				Secondary school Never renovated Too far from other sections	Education	Provision of Mobile Classes	Appointment of Service Provider	Building of Primary, Secondary Schools
				Old age homes (privately owned and dilapidated)	Social development	Identify NGO's that can assist the elderly and the disabled	Plan and budget to build suitable old age homes	Construction of old age home
				Police station Under staffed Lack of vehicles Poor Hygiene quality	SAPS	Establish a satellite police station	Appointment of community Police Forum	24 Hour Patrol by both Police and CPF Members
				Cemetery project in-complete & vandalized	Municipality	Identification of vacant Land	Fencing the yard and Installation Toilets	Continuous Maintenance on the Land
						Makgabetlwane to Jericho road, Upgrading of internal roads of *Cluster 6	100 housing units	Jericho water reticulation

CORRECTED VTSD AREAS AND CONFIRMATION

43 VILLAGES	OPPORTUNITIES	WARD	PROJECT IMPLEMENTED 1994 - 2015	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	PLANS		
						SHORT (1 year) (Currently implemented)	MEDIUM (3 years)	LONG (5 years)
Ga-Rasai		1	178 Houses Electricity,	Shortage of Bulk water supply		Fafung to Rasai road	Upgrading of internal roads of *Cluster 6	Ward 1 VIP toilets 100 housing units
Mankgekgetha,		1	38 VIP Toilets	Shortage of Bulk water supply				
Makgabelwane		1	Boreholes, 80 VIPs	Shortage of Bulk water supply		Makgabelwane to Jericho road	100 housing units	
Legonyane		1	3 Water Tanks Supplied, 70 VIP toilets, Community Hall	Shortage of Bulk water supply			Upgrading of internal roads of *Cluster 6	100 housing units
Ga-Tshefoqe		1		Shortage of Bulk water supply				100 housing units
Mmasebolane		1	Water Supply (Boreholes , Water storages and stand pipes)	Shortage of Bulk water supply				100 housing units
Atlanta		1		Shortage of Bulk water supply			100 housing units	
Rooiwal,		1	50 VIPs	Shortage of Bulk water supply				100 housing units
Mmupudung		1	Water Supply (Boreholes , Water storages an stand pipes)	Shortage of Bulk water supply				
Assen;		1		Shortage of Bulk water supply				
Lekgema		1					Upgrading of internal roads of *Cluster 4	1000 housing units
Maboloka;		4,5,6	2008 yard Connections, Water Supply Project, 3 Water Tanks supplied, Ex-tension of Bus Route, 418 Houses Electricity, New Bus Route, 1687 Housing units	Shortage of Bulk water supply		Maboloka sports facility, Upgrading of internal roads of *Cluster 7		Maboloka water augmentation project wc/wdm 100 housing units
Rankotea;		14	213 VIP Toilets	Shortage of Bulk water supply		Rankotea road		50 housing units
Rampa,		34	25 VIPs	Shortage of Bulk water supply				50 housing units

43 VILLAGES	OPPORTUNITIES	WARD	PROJECT IMPLEMENTED 1994 - 2015	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	PLANS		
						SHORT (1 year) (Currently implemented)	MEDIUM (3 years)	LONG (5 years)
Mmakgabelwane		1		Shortage of Bulk water supply		Makgabelwane to Jericho road Phase 5		100 housing units
Moiletswane,		34	Bulk Pipe	Shortage of Bulk water supply			Upgrading of internal roads of *Cluster 6	100 housing units
Shakung		34	91 VIP Toilets, 7km Shakung road	Shortage of Bulk water supply			Upgrading of internal roads of *Cluster 6	100 housing units
Itsoseng ,Erasmus		16	Upgrading of Itsoseng road (0.6km)	Shortage of Bulk water supply		Hebron/ Kgabalatsane/ Rockville/ Itsoseng/ water Upgrading of internal roads of *Cluster 3		500 housing units
Bapong;		25	Bulk Pipe Lines installation, 303 VIP Toilets, Reticulation, Speed Humps, Pump Station installation, 23 VIPs, 38 VIPs, Tar roads and Cemetery Road, Yard Connections, Constructions of Reservoir, 401 Housing units	Shortage of Bulk water supply		500 housing units	*Cluster 1 internal roads	
Modderspruit		31	Bulk Pipe Lines Reticulation, Speed Humps, Internal Tar Roads, 500 Houses Electricity, Reservoir, Tar roads, Yard Connections, 466 housing units	Shortage of Bulk water supply		Ward 31 sports facility	*Cluster 1 internal roads 50 housing units	
Wonderkop		26	400 and 1180 Houses Electricity			750 housing units		
Segwaelane		32	70 VIP toilets			500 housing units	*Cluster 1 internal roads	

CORRECT VTSD AND CONFIRMED: Townships

Townships	OPPOR-TUNITIES	WARD	PROJECT IMPLEMENTED 1994 - 2015	RESPONSIBLE DEPARTMENT	REMAINING CHALLENGES	GOVERNMENT PLANS		
						SHORT	MEDIUM	LONG
Lethabile		9,11,12	958 Yard Connections, 844 Yard Connections, 1271 Yard Connections, 1666 Yard Connections(Water reticulation), Water Supply Project, Sewerage Treat-ment Plant, Outfalls Sewer installation, Internal Tar Roads, installation of Speed Humps, 5065 Housing units, 20 High Mast Lights, Lethabile Fire Station, Lethabile Block I Bulk Sewer Pipeline and Pump Station, Lethabile Cemetery Phase 2, Brits to Lethabile Bulk Pipeline, Lethabile Storm Water Phase 1&2 Lethabile Cemetery Phase 2 Lethabile Storm Water Phase 1&2. 4546 houses electrified.		Untraceable beneficiaries to occupy completed housing units. Bulk water supply shortages.	Upgrading of internal roads of *Cluster 5, Lethabile stormwater, Upgrade lethabile main substation 20 mva 500 housing units	Lethabile flea market, Electrification: lethabile block I	Development of lethabile taxi rank, Development of hawkers pavillion
Sunway		30	1000 Housing units				Sunway village bulk sewerline	Sunway electricity substation 500 housing units

CORRECTIONS AND CONFIRMATION: Small Dorpies

Small Dorpies	OPPORTUNITIES	WARD	PROJECT IMPLEMENTED 1994 - 2015	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						SHORT (1 year) (Currently implemented)	MEDIUM (3 years)	LONG (5 years)
Sonop		25	Sewerage Treatment Plant, Pump Station, Sonop Cemetery				500 housing units	
Mooi-nooi,		27				Cluster 1 internal roads, Dithabaneng multi purpose centre 1000 housing units	Mooi-nooi fire station 2000 housing units	1500 housing units

CONCLUSION

The 5 year IDP plan had been guided by the National Development Plan and Medium Term Strategic Framework.

The 5th administration introduced new policy initiatives to fast track service delivery to the people of Bokone Bophirima. The successful implementation of the new policy initiatives will be based on the 5 concretes.

The Repositioning, Rebranding and Renewal (RRR) is anchored on five concretes. The success of the implementation of the Radical Socio-economic Transformation Agenda of the 5th administration will rest on the following 5 concretes:

- Agriculture, Culture and Tourism (ACT)
- Villages, Townships and Small Dorpies (VTSD)
- Reconciliation, Healing and Renewal (RHR)
- Saamtrek Saamwerk Philosophy
- Setsokotsane Approach